

Elegance is an attitude

LONGINES®




**ROYAL
ASCOT**
—
LONGINES

**OFFICIAL
TIMEKEEPER**



Record collection

SOCIALISM vs. CAPITALISM. WHO WINS?

INTERNATIONAL
Newsweek

21.06-28.06.2019

Gen Z

THEY WITNESSED THE 2008 ECONOMIC
COLLAPSE. NOW **THEY'RE GRADUATING** FROM COLLEGE
AND WONDERING HOW TO MAKE A LIFE

ISSN 2052-1081



2 5 >

9 772052 108010

ABU DHABI DH35
ALBANIA €6.25
AUSTRALIA \$11.00
AUSTRIA €6.25
BAHRAIN BD3.5
BELGIUM €6.50
CHINA RMB80
CROATIA HRK70

CYPRUS €6.50
CZECH REP CZK180
DENMARK DKK49.95
DUBAI DH35
EGYPT £65.00
FINLAND €7.60
FRANCE €6.50
GERMANY €6.50

GIBRALTAR £6.05
GREECE €6.50
HOLLAND €6.50
HONG KONG HK\$80
HUNGARY FT1,800
IRELAND €6.25
ISRAEL NIS35
ITALY €6.50

KUWAIT KD3.00
LATVIA €6.50
LEBANON LL10,000
LITHUANIA €8.99
LUXEMBOURG €6.25
MALTA €6.50
MONTENEGRO €8.30
MOROCCO MDH70

NEW ZEALAND \$14.00
NIGERIA \$3.40C
NORWAY NKR45
OMAN OR 3.250
POLAND PLN28
PORTUGAL €6.50
QATAR QR65
MALAYSIA RM27.90

ROMANIA LEI 42.00
SAUDI ARABIA SR35.00
SERBIA RSD1035
S LEONE SLL30,000
SINGAPORE \$11.95
SLOVAKIA €6.50
SLOVENIA €8.50
SOUTH AFRICA R55.00

SPAIN €6.50
SWEDEN SKR60
SWITZERLAND CHF8.90
UK £4.95
US \$9.99
ZIMBABWE ZWD4.00



HARRYS
OF
LONDON

NEVER PEDESTRIAN
harrysoflondon.com



TOOLS OF THE TRADE

Our list of the top business tools and who produces them.

COVER CREDIT

Photo illustration by Gluekit for Newsweek;
Source images Getty (26)



For more headlines, go to
NEWSWEEK.COM

FEATURES

22

Generation Z Gets Working

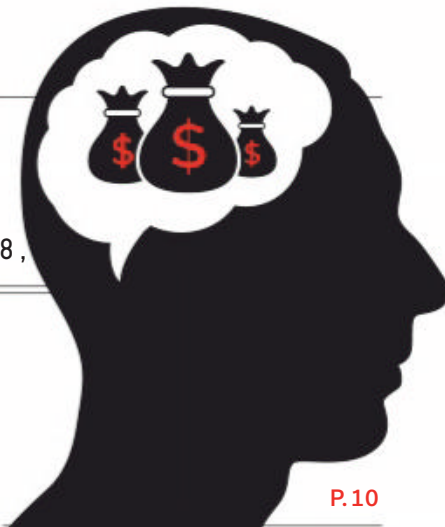
This year's college grads are anxious, entrepreneurial and determined to avoid the mistakes of their predecessors.

BY ADAM PIORE

32

The Best in the Business

We name the top providers of business software and services in 54 categories: from audio editing software to cybersecurity tools.



P.10

DEPARTMENTS

In Focus

06 **The News In Photos**
Muslims Celebrating the **Eid al-Fitr Festival**; Paratroopers in **France**; Tomato Fest in **Colombia**; and A Rhino Beating The Extreme Heat in **Berlin**

ROCK STEADY
Ian Hunter is 80 and still going strong



Periscope

10 **Our False Debate Over Socialism**
So What's the Rumpus All About?

14 **U.S. vs. Iran**
With a Build-up of Military Might, Tensions Remain High

18 **The Road to Freedom**
D-Day was Only One Milestone on the Way to Liberty

20 **Talking Points**
Words of Wisdom From Roger Federer, Anita Hill and James Holzhauer

Culture

42 **The Golden Age of Rock and Roll**
There's Never Been A Better Time to Find New Music— And Lots of It, Too

46 **Uncharted**
Great Architects: Their Famous Buildings

48 **Parting Shot**
Jeff Daniels

GLOBAL EDITOR-IN-CHIEF _ **Nancy Cooper**

CREATIVE DIRECTOR **Michael Goesele**

EDITORIAL DIRECTOR **Hank Gilman**

DEPUTY EDITOR (EUROPE + OPINION) **Laura Davis**

MANAGING EDITOR **Melissa Jewsbury**

SPECIAL PROJECTS EDITOR **Fred Guterl**

EDITOR AT LARGE **Diane Harris**

EDITORIAL

New York Bureau Chief **Jason Le Miere**

London Bureau Chief **Robert Galster**

Managing Editor, Trending News **Maria Vultaggio**

Managing Editor, Newsweek NEXT **Juliana Pignataro**

Senior Editors **Mo Mozuch**, **Peter Carbonara**, **Meredith Wolf Schizer**, **Karin Roberts**

Deputy Editors **Jen Glennon** (Trending), **Tara Chan** (Politics)

Associate Editors **James Etherington-Smith**, **Hannah Osborne** (Science), **Dom Passantino**, **Harriet Sinclair** (Politics)

London Sub-Editor **Hannah Partos**

Copy Chief **Elizabeth Rhodes Ernst**

Contributing Editor, Opinion **Lee Habeeb**

Editorial Assistant **Jason Pollack**

CREATIVE

Director of Photography **Diane Rice**

Contributing Art Director **Michael Bessire**

Associate Art Director **Paul Naughton**

Assistant Photo Editor **Alessandra Amodio**

Digital Imaging Specialist **Katy Lyness**

Art Assistant **Annie Kozak**

WRITERS

David Brennan, Nina Burleigh, Dan Cancian, Brendan Cole, Shane Croucher, Chantal Da Silva, Sam Earle, Benjamin Fearnow, Kashmira Gander, Ari Georgiou, Nicole Goodkind, Katherine Hignett, Jessica Kwong, James LaPorta, Cristina Maza, Tom O'Connor, Ewan Palmer, Callum Paton, Tom Porter, Bill Powell, Roberto Saviano*, Marc Vargas, Janice Williams, Christina Zhao (*Contributing)

VIDEO

Video Production Manager **Jessica Durham**

London Video News Editor **Daniel Orton**

Bangalore Video News Editor **Nandini Krishnamoorthy**

Senior Video Producers **Sho Murakoshi**

Video Producers - **Sean Billings**, **Chiara Brambilla**, **Rufaro Ndoro**, **Frances Rankin**, **N. Ravichandran**, **Holly Snelling**, **Alexis Wierenga**

Motion Graphics Producers **Simon Vella**

PUBLISHED BY

Newsweek LLC

Chief Executive Officer **Dev Pragad**

Chief Content Officer **Dayan Candappa**

Chief Operating Officer **Alvaro Palacios**

Chief Financial Officer **Amit Shah**

Chief Technology Officer **Michael Lukac**

General Counsel **Rosie Mckimmie**

VP, HR Business Partner **Leiann Kaytmaz**

SVP Global Creative Director **Robert Lee**

Director, Content Strategy **Nalin Kaul**

Senior Digital Marketing Strategist **Adam Silvers**

Managing Editor, Branded + Native Content **Paula Froelich**

Editor, Branded + Native Content **Dan Avery**

Global Executive Producer **Alfred Joyner**

Global Head of Programmatic+ Partnerships **Jeremy Makin**

SVP, Product + Business Intelligence **Luciano Costa**

Senior Sales Director **Chantal Mamboury**

Head of Subscription Operations **Samantha Rhodes**

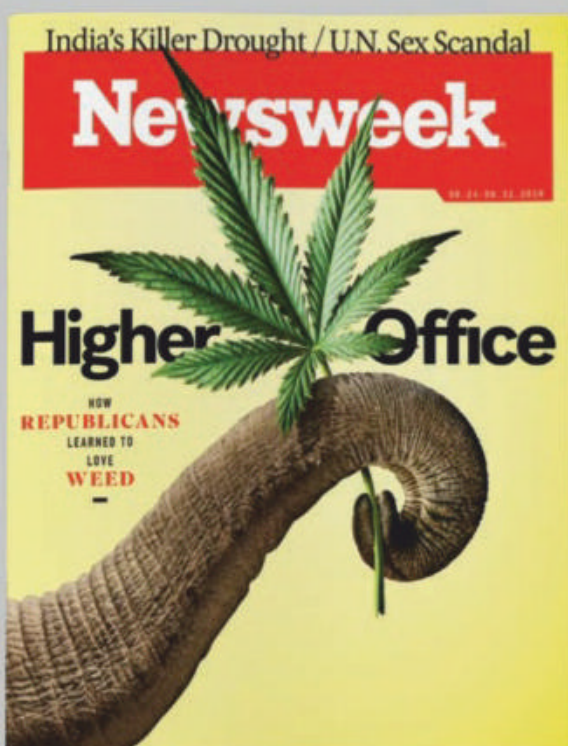
Newsstand Manager **Kim Sermon**

NEWSWEEK (ISSN2052-1081), is published weekly except one week in January, February, March, April, May, June, July, August, September, October, November and December due to combined issues.
Newsweek International is published by Newsweek Magazine LLC, 25 Canada Square, Canary Wharf, London E14 5LQ, UK. Printed by Quad/Graphics Europe Sp z o.o., Wyszow, Poland
For Article Reprints, Permissions and Licensing www.NewsweekReprints.com



“Journalism I don’t see elsewhere until later, if at all.”

[NEWSWEEK.COM/TRY](https://www.newsweek.com/try)



SAVE 57%

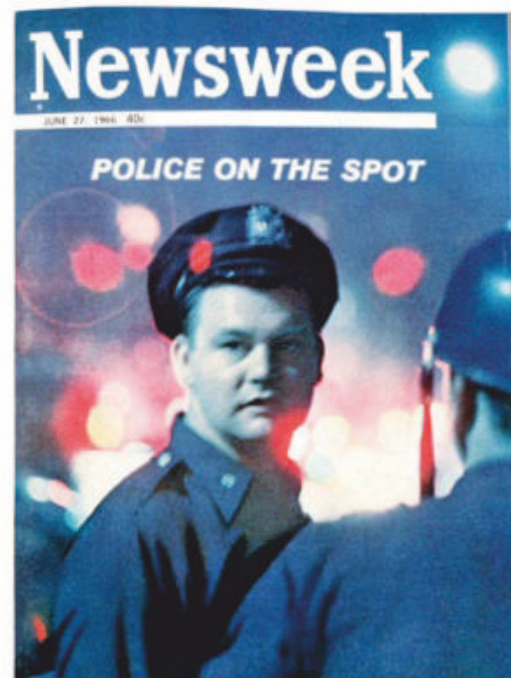
Subscribe

FROM €2.11 PER WEEK

The Archives

1998

“As Bill Clinton takes off on the first presidential trip to Beijing since the Tiananmen massacre, the land awaiting him is busy reinventing itself,” *Newsweek* wrote. From Mao’s death to the handover of Hong Kong, *Newsweek*’s coverage of China has earned many of journalism’s proudest awards. As China turned the page into its next chapter—one of further industrialization and rapid economic production—the pace of change has grown ever more dizzying. But today, the future of the American-Chinese relationship is uncertain in the midst of President Donald Trump’s escalation of trade wars with China.



1966

The summer of '66 brought sweeping unrest across the nation from riots in Watts to Chicago's Puerto Rican slums. The U.S. Supreme Court's landmark *Miranda* decision on suspect rights heated things up “at a time when the nation was concerned over a rising rate of crime—and when police themselves felt lonelier and more beleaguered than ever,” said *Newsweek*.



1978

As *Newsweek* put it bluntly: “California taxpayers are mad as hell and aren’t going to take it anymore.” The state’s voters overwhelmingly backed Proposition 13, a proposal that would cut property taxes by \$7 billion, sending ripple effects across the nation. **N**

CLOCKWISE FROM LEFT: MARTIN PARR; VYTAS VALAITIS; MARTIN LICHTNER

Nicole Kidman

EVERYONE CAN SAVE A LIFE WITH **HANDS ONLY CPR**

It takes less than a minute to learn at handsonly.nyc.

Ronald O. Perelman
Heart Institute

NYC
City of New York

PUBLIC
FOUNDATION




**HANDS
ONLY
CPR**

Everyone Can Save A Life

In Focus

— THE NEWS IN PICTURES





NORMANDY, FRANCE

War and Remembrance

Men in World War II style US Army gear watch British and French paratroops reenact air drops over a field near Sannerville in Normandy on June 5, as part of the commemoration of the 75th anniversary of D-Day. Two British veterans, both in their mid-90s, who made the original jump were among the parachutists.

📷 → FRED TANNEAU



CLOCKWISE FROM BOTTOM LEFT: DIANA SANCHEZ/AFP/GETTY; JOHN MACDOUGALL/AFP/GETTY; PAWAN SHARMA/AFP/GETTY



BERLIN, GERMANY

Beating the Heat

A great one-horned rhinoceros cools off in its pond at Berlin's Zoologischer Garten Zoo on June 5, as temperatures climbed past the 30 degree Celsius (86 Fahrenheit) mark. These endangered animals—they are only about 2,500 of them left in the world—are hunted illegally for their horns, which are believed (wrongly) to have medicinal powers. A mature great one-horned rhino can weigh as much as 6,000 pounds.

📷 → JOHN MACDOUGALL



SUTAMARCHÁN, COLOMBIA

Paint it Red

Revelers at the tenth annual Tomatina de Sutamarchán festival on June 2, dive in and gather ammunition for the Great Colombian Tomato Fight that marks the end of harvest season. The festival, which is modeled after a similar event held in Spain, attracts crowds of thousands of locals and tourists who come to hurl overripe or otherwise unsaleable tomatoes at each other.

📷 → DIANA SANCHEZ



AGRA, INDIA

Giving Thanks

Muslim worshippers are seen here praying near the Taj Mahal as part of the Eid al-Fitr festival on June 5. The festival, a prelude to communal feasting and celebration, comes at the end of fasting during the holy month of Ramadan. Islam is the second largest religion in India behind Hinduism with nearly 195 million adherents. The country is expected to have the world's largest population of Muslims by 2060.

📷 → PAWAN SHARMA

Periscope

NEWS, OP






OPINION

The False Debate Over Socialism in the U.S.

In terms of economic policy, the U.S. is ranked roughly on par with Denmark and Sweden—countries Bernie Sanders has named as his socialist ideals

 A WOMAN IN MY FITNESS CLASS PROUDLY proclaimed last week that she was a socialist. Who knows why. But it did start a passionate debate about socialism vs. capitalism. Passionate, but a little confused. And there's a good reason why: It's a dumb argument.

During my business career, I worked in 26 countries. I learned how misleading the labels "socialism" and "capitalism" are. All modern economies are a mix of both, and the U.S. is about as socialist as everyone else.

For 25 years, the Heritage Foundation, a conservative think tank based in Washington, has put out The Index of Economic Freedom. Every country in the world is ranked from 0 to 100. An economy completely free of government intervention, essentially the "least socialist," would score 100. According to the 2019 Index, the most socialist country in

the world is North Korea, whose ranking of 5.9 is 20 points below the next country on the list. But the least socialist, or free-est, country in the world isn't the United States. Not even close.

The U.S. is way down the list at twelfth, with a score of 77. That's the same score as The Netherlands. It's just a fraction above Denmark, and less than two points above Sweden, countries that Bernie Sanders has named as his socialist ideals.

The closeness of those scores would probably surprise progressives—and also surprise conservatives, who fear ending up like Sweden only slightly less than finding themselves in an elevator with Alexandria Ocasio-Cortez.

In fact, almost all Western countries are in a narrow range between 65 and 80. When we argue socialism vs. capitalism in the context of the U.S., we're pretty much arguing whether to turn the thermostat up or down, not whether

BY

SAM HILL

Illustration by BRITT SPENCER

NEWSWEEK.COM

11

we should rip out the furnace.

The Index tracks 12 metrics. Of those, the only one where the U.S. is notably “free-er” than most similar countries is when it comes to tax burden. It’s true that some define socialism based on the marginal tax rate. In a recent *Newsweek* interview, John McAfee, former entrepreneur, CEO and suspected murderer, called taxes “slavery.” Obviously, McAfee hasn’t read up on slavery, but he means that taxes are an infringement on personal liberty. And so what? So are traffic lights, seat belts and laws that say you can’t drive after chugging a fifth of tequila. As Oliver Wendell Holmes said, taxes are the price we pay for civilization, and Americans pay a little less than most of the developed world.

Saying that the U.S. is already about as socialist as everyone else is not to say the U.S. doesn’t need change. It does. The U.S. does a poor job relative to some in terms of the social safety net. I have first-hand experience. I grew up below the poverty line in the housing projects in Waycross, Ga. Poverty sucks. Being poor doesn’t just mean going without, it means living in constant fear. The poor are economic hemophiliacs. One scratch can be fatal. Rich and

even middle-class people think they get it because they were “broke” once on a college road trip. They don’t.

But we can make a lot of change without getting rid of the whole system. And neither side should be afraid of change. We can raise rates on the rich or have universal health-care without risking disaster. So what if we get it wrong? Pundits would have us believe that if we veer even slightly off the road of progress, we’ll crash through the guardrails and plummet down the economic cliff. But it’s really more like crossing over the centerline and nudging the steering wheel to get back in your lane.

Modern economies adjust all the time. They tweak. Look at New Zealand, which was socialist in the 1970’s. But over time expenditures as a proportion of GDP grew too high and economic growth stalled. Roger

MILES APART On a Heritage Foundation ranking of the world’s free-est economies, Cuba is near the bottom at No. 178. The U.S., meanwhile, is twelfth on the list.

Douglas led a liberalization of the economy. I spent six years in New Zealand helping companies transition from socialism to a more market-based economy. Over the next decade, government spending as a portion of the economy fell and economic growth rose. It’s continued to go up and down in the decades since.

My observation is that Western countries tend to have as much socialism as they can afford. When the bill gets too high, they dial it back. No big deal. Guess who’s higher than the U.S. on the Economic Freedom metric today? That’s right, New Zealand, which is the third free-est economy in the world.

It’s nonsense to propose junking our economic system in favor of one that has failed and continues to fail in places like North Korea, Cuba and Venezuela. It’s just as silly to suggest that any tweaks will doom us to dystopian socialism.

Instead, let’s focus the debate on the real issue—what our tax money is spent on. Let’s have the argument a different way. Shorthand is meant to make arguments more efficient and productive.

In this case, the shorthand “socialism vs. capitalism” isn’t helping. ■

→ **Sam Hill** is a writer and former business executive. He served as the director of international strategy for Kraft Foods and as vice chairman and worldwide director of strategy at DMB&B (now known as Publicis). He was also a partner at management consultant Booz Allen & Hamilton. The opinions expressed in this article are the author’s own.

“The poor are economic hemophiliacs. One scratch can be fatal.”





PRECISION MEDICINE: CREATING VALUE FOR EVERYONE

Research by Newsweek Vantage finds that the biopharmaceutical and diagnostics industries in the US and Europe are poised on the brink of significant change. In a survey of over 300 senior executives, 70% said their organizations had precision medicine plans or initiatives in place. It's transforming business models, requiring an entirely different view about how value is created and delivered.

Our research highlights four major themes that define how industry is rising to the challenge:

Putting patients first. With the ultimate aim of delivering the right drug to the right person at the right time, precision medicine is putting fresh impetus behind industry efforts to focus on patient needs and empowerment.

Embracing data. The very success of precision medicine depends on understanding as much as possible about patients, and it's taking the need for new sources of data, and data management and analytics solutions, to whole new levels.

Redefining value. Finding new ways to improve health outcomes in cost-effective ways is critical for bringing precision medicine into the community setting. Understanding what value means, and demonstrating the value created by precision medicine, are key challenges.

Working together. The sheer ambition of precision medicine means that no one can do it alone. Radically better collaboration, underpinned by societal trust, are needed to drive future growth and create value for everyone.

70% of executives say their organizations have precision medicine plans or initiatives in place

Q: Has your organization developed precision medicine initiatives (including e.g. product development or marketing efforts) or have plans to do so?



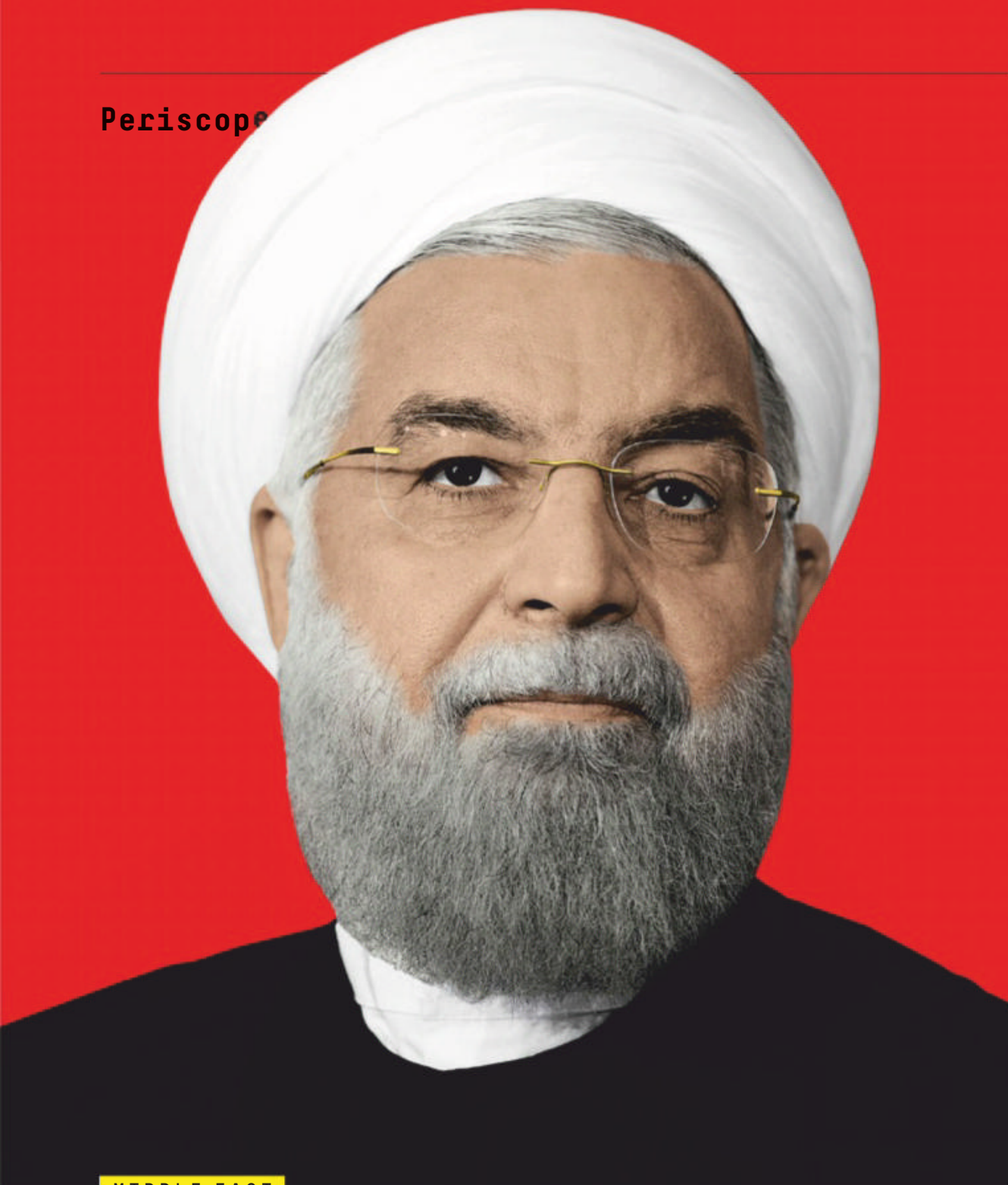
Newsweek Vantage survey, April 2019. Base: all respondents (301)

Precision Medicine: Creating Value for Everyone provides unique data, insights and examples about how organizations are making changes in every part of the value chain. With precision medicine overturning our very conception of healthcare, this is a must-read for anyone who wants to be part of its future.

READ THE REPORT:
www.newsweek.com/vantage

Sponsored by:





TALKING HEADS Iranian president Hassan Rouhani says he wants respect from the U.S., while Donald Trump last month insisted that Iran poses no threat.

goal: to drive Iran into penury and force Tehran's leaders to accept a new nuclear deal, this time on terms that Trump and his lieutenants insist would be far more favorable to the United States and its regional allies.

"We are going to zero," Secretary of State Mike Pompeo declared recently, referring to Iran's oil exports. "How long we remain there, at zero, depends solely on the Islamic Republic of Iran's senior leaders. We've made our demands very clear to the ayatollah and his cronies."

Both Trump and Iranian leaders insist they don't want to go to war. But ever since Trump tightened sanctions last month, the Middle East has seen a major spike in tensions: ominous signs of Iranian military moves against American forces in the region; a rapid buildup of U.S. military might just off the Iranian coast; attacks by suspected Iranian saboteurs on Arab oil tankers; and a drone attack on a Saudi pipeline by Yemen's Iranian-aligned Houthi tribesmen.

Then, just as suddenly, both Washington and Tehran took a grudging step back from the brink of hostilities earlier this month as Pompeo declared the United States was prepared to talk to Iran without preconditions. Iranian President Hassan Rouhani responded by saying talks were possible, as long as Washington treated Tehran with "respect."

"In the last three weeks, you've seen a serious escalation in which both the Iranians and the Americans have signaled that each has a way to deter the other," Aaron David Miller, a former Middle East adviser to six secretaries of State, told *Newsweek*. But even

MIDDLE EAST

Teetering on the Brink

President Trump and Iranian leaders insist they don't want war. But with a build-up of military might on both sides and increasing economic pressure from the U.S., tensions remain high

➔ ONCE AGAIN, THERE IS A RUMOR of war in the Middle East.

A year after President Donald Trump pulled out of the 2015 nuclear accord between Iran and six world powers, he has dramatically upped the stakes in his aggressive campaign of economic warfare against the Islamic Republic.

Since last year's withdrawal, Trump's reimposition of sanctions

already has reduced Iran's 2 million barrels per day oil sales by half, sending the country's economy into a tailspin. Now, exercising a policy he calls "maximum pressure," Trump has targeted Iran's remaining exports by ending the sanctions waivers he previously had granted to eight of Tehran's biggest customers. Trump's

BY

JONATHAN BRODER

[@BroderJonathan](#)

though U.S. and Iranian forces are now trying to stay out of each other's way, he cautions, "the danger of an armed clash still exists."

Indeed, there is no sign the administration is ready to withdraw the aircraft carrier strike group, the squadron of B-52 bombers, the detachment of 1,500 Marines and an extra Patriot air defense system that it sent to the region. And the U.S. policy of maximum economic pressure is still in force, leaving future developments highly unpredictable.

In a recent Washington Post essay, Colin Kahl, a former deputy assistant defense secretary for the Middle East in the Obama administration, painted a grim scenario in which he outlined how easily the United States and Iran could blunder into war. If Iran's oil sales—the lifeblood of the country's economy—fall to a few hundred thousand barrels a day because of the U.S. sanctions, Kahl said it's entirely possible the Iranian military could order Iranian-backed Shiite militias in Iraq to turn their guns on the 5,000 U.S. troops stationed there, as well as American diplomats in Baghdad's Green Zone. Further acts of sabotage targeting shipping in the Persian Gulf and stepped-up Houthi attacks on Saudi oil installations would also be likely, he said.

According to Kahl, the attacks on American personnel could provoke a U.S. military response against the Iraqi militias and, in turn, the retaliatory Iranian mining of the Persian Gulf. As the violence escalates, he said, U.S. warplanes could bomb military targets inside Iran, including its nuclear facilities. In response, Iran could order its Hezbollah proxies in Lebanon and Syria to open fronts against Israel, bombarding its cities with rockets that leave hundreds dead. Israel almost certainly would retaliate with massive

force, destroying Hezbollah and Iranian targets in Lebanon and Syria. As oil prices surged and Iran and its proxies drew more Israeli and American blood, the Trump administration would come under intense political pressure to come to Israel's aid and finish off the Iranian regime once and for all. The next inevitable step, Kahl said, would be a U.S. ground invasion of Iran, and a full-scale war "that neither Trump nor Iranian leaders wanted."

That's the nightmare scenario. For now, however, the administration is deeply divided over its Iran policy, with Trump playing the moderate and both national security adviser John Bolton and Pompeo taking a far more hardline stance. The president, convinced of his prowess as a dealmaker, appears confident he can force Tehran to the negotiating table, where he says he will confine his efforts to winning a

better nuclear agreement than the one his predecessor reached in return for sanctions relief. Bolton and Pompeo want any new Iran agreement to go far beyond the nuclear issue to include conditions that effectively would neuter Iran as a regional power.

Last May, Pompeo set out a dozen demands, including a halt in perpetuity to all Iranian nuclear enrichment, even peaceful, low-grade enrichment for medical isotopes. This would negate the most important face-saving concession that Iran won in its negotiations for the 2015 nuclear accord. But the demands also require Iran to end its ballistic missile program and halt its support for Syria, Lebanon's Hezbollah Shiite militia, pro-Iranian militias in Iraq, and Yemen's Houthi rebels. Iran has rejected the U.S. demands as tantamount to total capitulation.

For his part, Bolton also has made no secret of his desire to topple the regime in Tehran. "America's declared policy should be ending Iran's 1979 Islamic Revolution before its 40th anniversary," Bolton wrote in a Wall Street Journal op-ed in January 2018, just two months before Trump named him as his new national security adviser. "Recognizing a new Iranian regime in 2019 would reverse the shame of once seeing our diplomats held hostage for 444 days. The former hostages can cut the ribbon to open the new U.S. Embassy in Tehran."

Last fall, Bolton, long a cheerleader for the use of military force, asked the Pentagon to provide options for a military strike against Iran after Iranian-backed militants fired three rockets that exploded harmlessly in an empty lot on the grounds of the U.S. embassy in Baghdad. Alarmed, then-Defense Secretary James Mattis blocked the request.

During the latest escalation of tensions, Bolton ordered the Pentagon

"The nice thing I like about our policy is that I'm quite sure that the Iranians have no idea what President Trump might do."



to provide a revised military plan to send as many as 120,000 troops to the Middle East in the event of an Iranian attack on U.S. forces or a resumption of its nuclear program. The size of the force approached the number of troops that invaded Iraq in 2003.

In an indication of the sharp divisions within the administration over Iran policy, Trump, an opponent of America's open-ended troop presence in the Middle East, later approved of sending only 1,500 additional troops to the region.

Recently, there's been some speculation that Trump might fire Bolton for being too hawkish. White House officials acknowledge that the two men do not have a close relationship. But for now, they add, the president appears to be content to use Bolton in the role of "bad cop," if only to keep

Iran guessing about U.S. intentions.

"The nice thing I like about our policy is that I'm quite sure that the Iranians have no idea what President Trump might do," retired Gen. James Jones, a former Obama national security adviser, told *The Hill* recently. "They're off balance, and they might wake up one morning and find they no longer have a navy, for example."

The example Jones chose was not random. In April 1988, in the largest

"From the Iranian point of view, the status quo is not sustainable. Their economy cannot survive on zero oil exports."

naval engagement since World War II, the U.S. Navy attacked Iranian naval forces in retaliation for Iran's mining of the Persian Gulf during the Iraq-Iran war, a move that heavily damaged an American warship. By the end of the battle, U.S. forces had sunk or crippled half of Iran's operational fleet.

Regional experts say the Iranian military learned valuable tactical lessons from that engagement—lessons that American officials and independent analysts believe they're now using in the current confrontation with the U.S. forces. "The lessons the Iranians learned was you don't go at the U.S. military conventionally; you go at U.S. interests asymmetrically," says Miller, now vice president of the Wilson Center, a foreign policy think tank in Washington. "So using mini-subs manned by Iranian special forces, they plant mines on Saudi and Emirati tankers. Meanwhile, the Houthis send a drone to attack a portion of Saudi's East-west pipeline."

Miller says both of these attacks were significant—and an ominous preview of what's likely in store as long as the Trump administration maintains its economic stranglehold on Iran. "They struck these tankers five to 12 miles off the coast of Fujairah," one of the United Arab Emirates, he says. "The pipeline was taking Saudi oil to terminals on the Red Sea. The attacks were unconventional—no one was killed—and very hard to prove authorship. They're certainly no cause at this point for the United States to attack the Iranians directly."

Other regional experts agree that Iran was most likely behind the tanker and pipeline attacks, adding they were



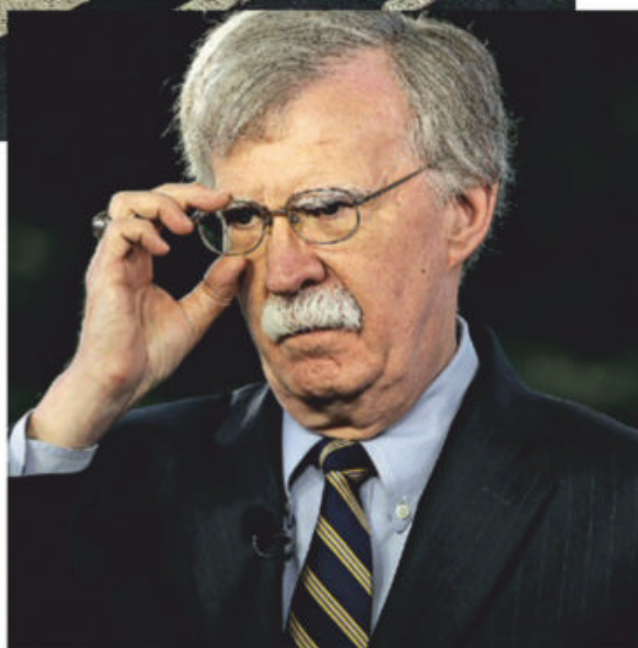
MILITARY MIGHT The growing presence of U.S. armed forces off the Iranian coast is part of escalating tensions on both sides.



probably aimed at raising the price of oil as Tehran feels the bite of reduced exports. So far, that hasn't happened," said Henry Rome, a Middle East analyst at the Eurasia Group, an international business consultancy. "But it's not for want of trying."

In addition, analysts anticipate the Iranians will gradually revive prohibited elements of its nuclear program in a bid to extract some economic relief from the Europeans in return for discontinuing such activities, or to build up leverage if negotiations with the United States begin.

"From the Iranian point of view, the status quo is not sustainable," Rome told *Newsweek*. "Their economy cannot survive on zero oil exports. So they're finding themselves forced to act out in a variety of ways to relieve the pressure." Iran has denied its forces carried out the attacks.



Some observers detect a potential bright spot in the sudden willingness of the administration and the Iranians to resume negotiations. But bringing both sides to the table will be no easy task; like the administration, Iran has some demands of its own: Tehran insists it won't consider negotiating any new nuclear accord until the Trump administration first comes back into compliance with the

POWER POINTS A military parade in Tehran offers an opportunity for a soldierly show of strength; National Security adviser John Bolton has advocated taking a hard line against Iran.

2015 agreement, which would mean lifting the sanctions and ending its maximum pressure campaign.

"By withdrawing from the nuclear deal, it was the U.S., not Iran, who left the negotiating table," Sayed Hossein Mousavian, a former spokesman for Iran's nuclear negotiations with the international community and now a professor at Princeton, told *Newsweek*. "Therefore, if you want negotiations, you should come back to the nuclear deal, show your commitment to your signature and your words, and then we can negotiate on the other issues."

While Trump has shown it's impossible to predict with any certainty what he might do, many analysts believe any return to the nuclear deal that Trump campaigned so hard to discredit would be political suicide for the president, who hopes to be reelected in 2020. "The administration cannot, under any circumstances, return to the original incarnation of the Iran deal without undermining its own credibility and its politics," Miller says. "They would be skewered if, in fact, the purpose of the whole exercise was simply to return to the deal and try to sell sanctions relief twice."

Rome reckons that there's a possibility for talks over the release of six Americans that the Iranians are holding "if Tehran feels it can get some sanctions relief out of it." But he adds the likelihood of a broader diplomatic stalemate and the tightening squeeze on Iran's economy over the next six months remains a prescription for the kind of instability that can lead to armed conflict—even if U.S. and Iranian leaders insist they don't want one. **N**

OPINION

The Road to Freedom

D-Day was only one of the milestones on the way to political and religious liberty

WE RIGHTLY CELEBRATED THE 75th anniversary of the landing at Normandy on D-Day—June 6, 1944. It was the largest single operation ever undertaken and involved great complexity in timing between airpower, paratroopers, sea power and massive landings from the English Channel on to the French Coast. I just dedicated a podcast episode to D-Day and President Franklin Delano Roosevelt’s national prayer, in which he led the entire country into praying for the safety of our young men and women in uniform—and for victory over tyranny.

But there are three other important liberation events worth remembering. The first was the liberation of Rome on June 4, 1944 and the second was the arrival of Pope John Paul II in Warsaw on June 2, 1979. The third happened 10 years after the Pope’s visit: the first free elections in the post-war Soviet bloc on June 4, 1989.

The Allies had fought their way up the Italian peninsula in a difficult and deadly campaign. Italian topography lends itself to defense with many mountains and ridges that can be effectively defended. Even after the Italian government switched sides and worked to help the Allies, the Germans were able to maintain a powerful and clever defense that cost many lives.

There was always a bittersweet feeling for the veterans of the Italian campaign that the gigantic Normandy landing two days later overshadowed their achievements.

However, on the evening of June 5, 1944 President Roosevelt spoke to the nation in a fireside chat and put the liberation of Rome in its proper context. Rome represents a time in history when one nation controlled all the known world. As President Roosevelt noted, “the United Nations are determined that in the future no one city and no one race will be able to control the whole of the world.”

Roosevelt noted Rome housed temples and churches of many faiths, “but the churches and shrines of Rome are visible symbols of the faith and determination of the early saints and

martyrs that Christianity should live and become universal.”

Finally, he pointed out that the liberation of Rome was an effort by many nations and peoples:

“It is also significant that Rome has been liberated by the armed forces of many nations. The American and British armies—who bore the chief burdens of battle—found at their sides our own North American neighbors, the gallant Canadians. The fighting New Zealanders from the far South Pacific, the courageous French and the French

BY

NEW T GINGRICH

[@newtgingrich](#)



Moroccans, the South Africans, the Poles and the East Indians—all of them fought with us on the bloody approaches to the city of Rome.”

Pope John Paul II’s visit to Poland marked another moment of great importance for freedom and especially for religious liberty. He was greeted by 3 million people for an open-air mass in Warsaw. As my wife Callista and I described in a documentary about that trip called *Nine Days that Changed the World*, it was this visit that shook the control of

WHAT IS AVAXHOME?

AVAXHOME-

the biggest Internet portal,
providing you various content:
brand new books, trending movies,
fresh magazines, hot games,
recent software, latest music releases.

Unlimited satisfaction one low price

Cheap constant access to piping hot media

Protect your downloadings from Big brother

Safer, than torrent-trackers

18 years of seamless operation and our users' satisfaction

All languages

Brand new content

One site



AVXLIVE ICU

AvaxHome - Your End Place

We have everything for all of your needs. Just open <https://avxlive.icu>



ETERNAL CITY Romans atop a tank in June 1944 after Allied troops rolled into the city. Although usually overshadowed by the Normandy invasion, the liberation of Rome is one of the signal moments in the fight against tyranny.

courage in the hearts of millions of men and women to seek a better, freer life.

“Today, we celebrate this historic moment and reaffirm our commitment to ensuring that freedom always prevails. The United States and our allies stand united against the shackles of communism and as a beacon of liberty and prosperity throughout the world.”

Finally, a decade after Pope John Paul II’s visit, Solidarity candidates were widely elected to Poland’s parliament. This was the first free election to be held in Poland since 1928. Solidarity candidates won every seat that could be won under the rules. It was a profound shift away from communism and toward freedom in Poland. A central symbol of the Solidarity movement was actually a poster that featured the American actor Gary Cooper from the movie *High Noon*. The photo was altered to show Cooper with a Solidarity badge and ballot. This showed how deeply connected the Polish people felt to the Americans.

We should remember all three of these great milestones on the road to religious and political liberty. ■

→ **Newt Gingrich** was speaker of the United States House of Representatives from 1995 to 1999. He is now the host of the *Newt’s World* podcast and the author of *TRUMP’S AMERICA: THE TRUTH ABOUT OUR NATION’S GREAT COMEBACK*. Follow him on Twitter: @newtingrich.

The opinions expressed in this piece are the author’s own.

the Soviet dictatorship and marked the beginning of the end for the Soviet Empire.

President Donald Trump captured the importance of this trip in a statement from the White House, saying:

“In his homily forty years ago, St. Pope John Paul II delivered a powerful message of hope to the crowd gathered in Warsaw, to all of Poland, and to the world. His words stood tall against the repressive forces of communism throughout Poland and the rest of Europe. He inspired

Pope John Paul II’s visit to Poland shook the control of the Soviet dictatorship and marked the beginning of the end for the Soviet Empire.

NEWSMAKERS

Talking Points



**"I can't believe
I just made my
dreams come true."**

—ANDY RUIZ JR. ON
BECOMING WORLD HEAVY
BOXING CHAMPION

CNN

**"NOBODY REALLY
FORGETS, BUT
THERE ARE PEOPLE
WILLING TO TURN
THE OTHER WAY."**

—WU'ER KAIXI ON THE
30TH ANNIVERSARY OF THE
TIANANMEN SQUARE MASSACRE



Wu'er Kaixi



**"He said he got it literally
an hour ago and he paid
\$2 million for it. He just
bought it, dude, and it's
pretty scraped up."**

—CHRIS RICCIARDELLI, WHO
SAW TRACY MORGAN GET INTO
A TRAFFIC ACCIDENT AFTER
BUYING A NEW BUGATTI

THE HUFFPOST

**"Sexual
misconduct
deniers have
friends in
high places.
But not just
that place."**

—ANITA HILL
COMMENCEMENT REMARKS
AT WELLESLEY COLLEGE

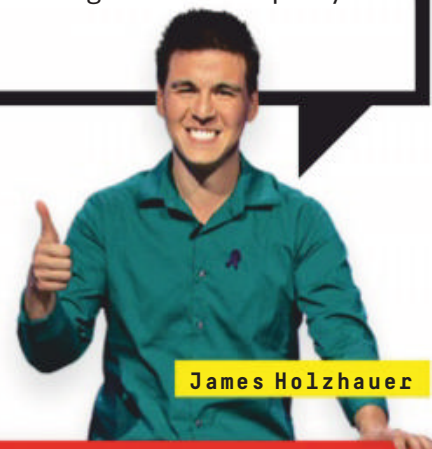


Anita Hill

The New York Times

**"NOBODY LIKES TO LOSE, BUT I'M
VERY PROUD OF HOW I DID, AND
I REALLY EXCEEDED MY OWN
EXPECTATIONS FOR THE SHOW.
SO I DON'T FEEL BAD ABOUT IT."**

—James Holzhauer on the end of
his winning streak on Jeopardy!



James Holzhauer



**"What would folks
march in? Socks w/
sandals on? Dad jeans?"**

—REP. ALEXANDRIA OCASIO-
CORTEZ ON PROPOSED
"STRAIGHT PRIDE" MARCHES

ESPN

**"MY NEXT OPPONENT
IS NOT TOO BAD.
HE CAN PLAY ON CLAY,
UNFORTUNATELY."**

—Roger Federer on going up
against Rafael Nadal in the
men's French Open semifinals



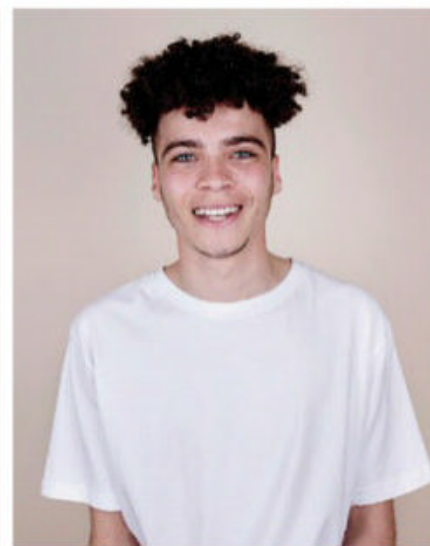
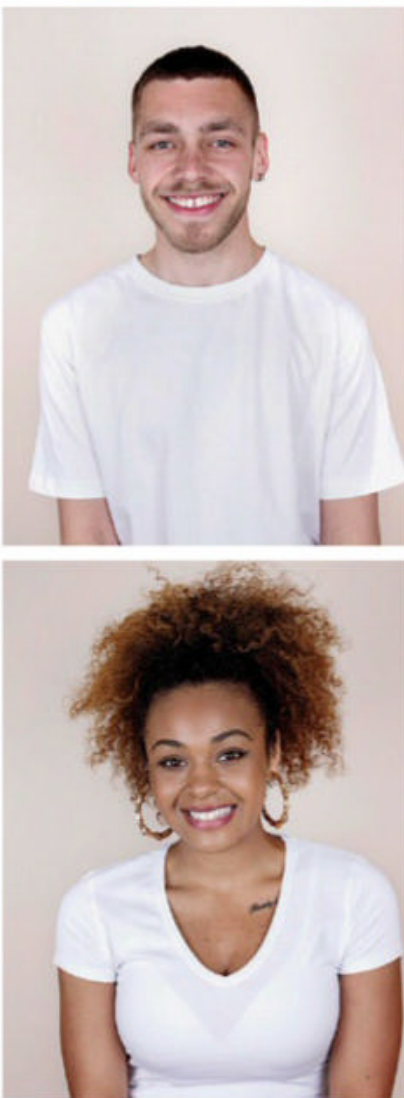
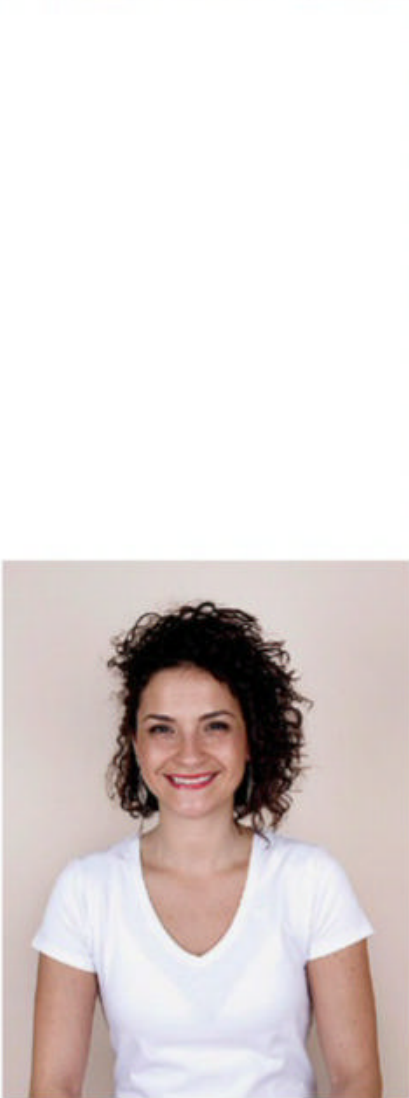
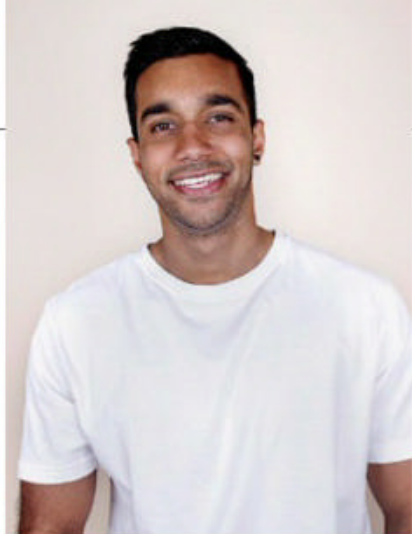
Tinalbarka wants to be a lawyer.
She and her family fled violence in Mali.

We stand together #WithRefugees

PHOTO: © UNHCR / A. DRAGAJ

worldrefugeeday
www.refugeeday.org





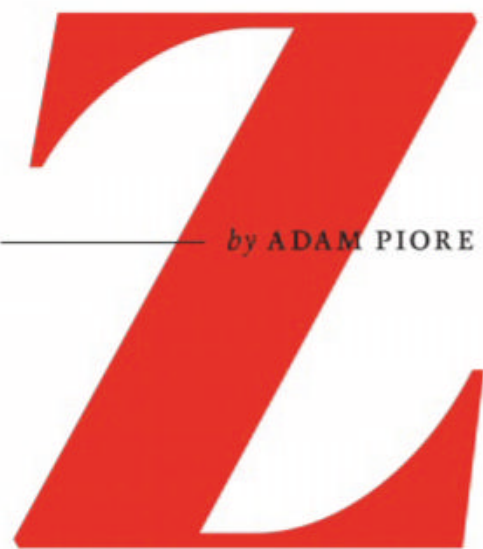
Photographs
by FLASHPOP
Illustrations
by ALEX FINE



GENERATION

Raised by brooding cynics and witnesses to the economic collapse of 2008, this year's college graduates are anxious, entrepreneurial and determined to avoid the **mistakes** of their **predecessors**.

by ADAM PIORE



GETS TO WORK



M

AYBE IF HE'D BEEN BORN A BOOMER or a millennial, and grown up with the generational message that you can be whatever you want to be and things will work out, Zack Bauders, 21, would've given more thought to making a living as a professional photographer, like his father. He's certainly got the talent.

His work includes a great action shot he snapped of former Navy quarterback Keenan Reynold, mid-stride, his arm cocked for the throw. He also took a moody picture of a nighttime meteor shower over a mountain and a stream, and contributed regularly to local magazines in his hometown of Philadelphia.

But Bauders didn't graduate from the University of Texas last month with a degree in photography or anything related to the visual arts. Instead he chose actuarial science—a vocation, he believes, that will ensure he always has a well-paying job analyzing risk and calculating rates for insurance companies. To him, the virtual guarantee of future work was one of the career's most appealing attributes. "If you had told me I would be a successful nature photographer or landscape photographer, I would have done it in a heartbeat," he says. "But that's not a sure thing. I knew I was good at math and I could apply those skills and get rewarded for it."

Now that members of Generation Z are graduating college this spring—the most commonly-accepted definition says this generation was born after 1995, give or take a year—the attention has been rising steadily in recent weeks. GenZs are about to hit the streets looking for work in a labor market that's tighter than it's been in decades. And employers are planning on hiring about 17 percent more new graduates for jobs in the U.S. this year than last, according to a survey conducted by the National Association of Colleges and Employers. Everybody wants to know how the people who will soon inhabit those empty office cubicles will differ from those who came before them.

If "entitled" is the most common adjective, fairly or not, applied to millennials (those born between 1981 and 1995), the catchwords for Generation Z are practical and cautious. According to the career counselors and experts who study them, Generation Zs are clear-eyed, economic pragmatists. Despite graduating into the best economy in the past 50 years, Gen Zs know what an economic train wreck looks like. They were impressionable kids during the crash of 2008, when many of their

parents lost their jobs or their life savings or both. They aren't interested in taking any chances. The booming economy seems to have done little to assuage this underlying generational sense of anxious urgency, especially for those who have college debt. College loan balances in the U.S. now stand at a record \$1.5 trillion, according to the Federal Reserve.

One survey from Accenture found that 88 percent of graduating seniors this year chose their major with a job in mind. In a 2019 survey of University of Georgia students, meanwhile, the career office found the most desirable trait in a future employer was the ability to offer secure employment (followed by professional development and training, and then inspiring purpose). Job security or stability was the second most important career goal (work-life balance was number one), followed by a sense of being dedicated to a cause or to feel good about serving the greater good.

That's a big change from the previous generation. "Millennials wanted more flexibility in their lives," notes Tanya Michelsen, Associate Director of Youth-Sight, a UK-based brand manager that conducts reg-

STUDENTS OF REALITY

Gen Zs are graduating this year with mountains of student loans to pay off. Many of them remember parents losing their jobs and life savings during the 2008 market crash. Now they're looking for stable careers. Top to bottom: A trader on the floor of the New York Stock Exchange, one of the more lucrative fields for new grads; students at Washington University in St. Louis protest high student debt; graduates of the John F. Kennedy School of Government at Harvard University celebrate at the ceremony in May.





“Now that I’m leaving college, I’m stressed 24/7 thinking about, ‘I have to pay this monthly, do I have **enough money** to move into the city?’ I know that the loans are always going to be there. It makes you a more stressed person.”

— ALYSON PISARCIK



JOB S

ular 60-day surveys of British youth, in findings that might just as well apply to American youth. “Generation Z are looking for more certainty and stability, because of the rise of the gig economy. They have trouble seeing a financial future and they are quite risk averse.”

What does this mean for the future of this year’s graduating class? Will uncertainty and rapid change turn them into a lost generation of anxiety-ridden neurotics, terrified of losing their place in a world of political instability and rampant income inequality? Will they be trapped between the lofty hopes and dreams of their parents and the reality of a shrinking economy and looming climate catastrophe? Or will these constraints spur them to become the most industrious and high-achieving generation in decades? Will it be one or the other—or both? This is the contradiction of Generation Z.

Anxious and Insecure

ALYSON PISARCIK, 22, GRADUATED LAST MONTH FROM Penn State with a degree in Security Risk Analysis and a minor in Information Science Technology. She says the growing size of her college loans persuaded her

early on to set aside her “obsession” with political science and dreams of working for the UN, once she learned of the meager salary she could expect. Now, even though she has secured a job at Accenture, a big consulting company, the looming debt remains a constant source of worry for her.

“Now that I’m leaving college I’m stressed 24/7 thinking about, ‘I have to pay this monthly, do I have enough money to move into the city?’ All of that stuff that is now encompassed into my life. I know that the loans are always going to be there. It makes you a more stressed person.”

Mental health seems to be a theme with Generation Z. College seniors, in a survey last fall by the American Psychological Association, reported the worst mental health of any generation: 91 percent of young adults said they had felt physical or emotional symptoms associated with stress, such as depression or anxiety. They are carrying this anxiety into the workplace. About 54 percent of workers under 23 say they felt anxious because of

stress over the past month—topping even avocado-toast-munching millennials (40 percent) and higher than the national average of 34 percent.

The numbers could be pointing to a rise in mental health problems due to the stress of coming of age in the world as it currently is. Or it could have something to do with a newfound willingness to talk about mental health. Experts can be found in either camp, which means both factors are probably at work.

“One of my roommates was going through depression at school,” says Pisarcik. “My other one had it younger in life, she was talking about how she didn’t want to flip back into it. People are definitely very open talking about what they are mentally going through, more because you feel like everyone is going through stress and stuff like that. You don’t feel you’re the odd man out if you’re going through something.”

In colleges across the nation, health services workers are besieged by stressed-out students in need of mental health support. Career counselors say they are busier than they have ever been. Scott Williams, Executive Director of career services at the University of Georgia, has noticed that students are engaging with his offices earlier in their college careers, both in making appointments and in career fairs.

Bob Orndorff, who heads the career services office at Penn State University, has seen a significant increase in demand. Over each of the last two academic years, he says, career coaching appointments have been close to “maxed out.” Students are coming in younger, as early as freshman year, with a greater sense of urgency. They are responding to the stress of increased expectations: It’s now assumed that a student will seek to participate in at least one internship, and perhaps more.

Much of this anxiety undoubtedly comes from parents, who seem more worried than ever about getting all they can for their kids from their investment of sky-high tuition. Career staff are increasingly being called in for various admissions events to talk to parents and also as part of new student orientation, says Orndorff, a 30-year veteran. Students and their parents on college tours throw around terms like ROI, or return on investment, that would have elicited quizzical looks a generation ago.

With the rate of college graduation higher than



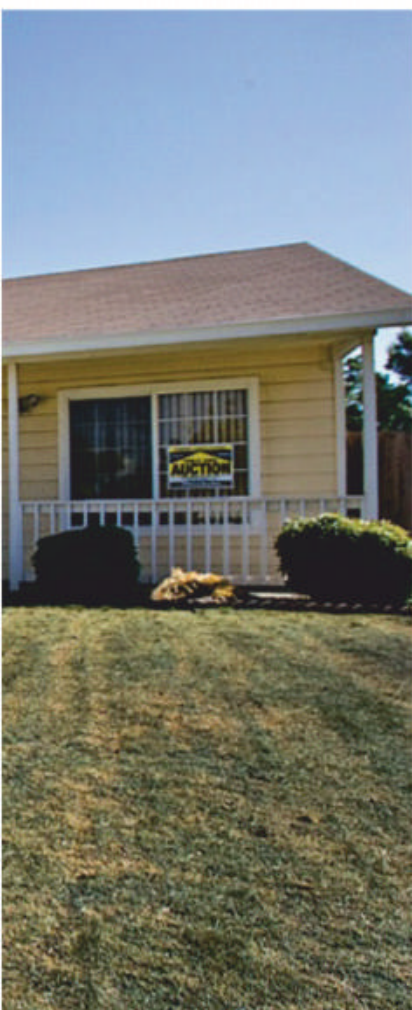
The economic crash of 2008 produced a “healthy **pessimistic** attitude” that “things aren’t always going to work out.”

— KYLE LESCOEZEC



GROWING PAINS

Today's grads have big problems on their minds. Top to bottom: A girl and therapy dog at Marjory Stoneman Douglas High School, the site of the 2018 shooting; Stockton, California, which had high foreclosure rates in 2008; a White House protester on gun violence.



FROM TOP: MATT MCCLAIN/THE WASHINGTON POST/GETTY; KIMBERLY WHITE/CORBIS/GETTY; AURORA SAMPERIO/NURPHOTO/GETTY

it used to be, and the competition for white collar jobs more fierce than ever, a college degree is no longer enough to ensure a dream job.

"I think the old days of saying, 'Well, if I just go to college, I'm set,' are gone," says Orndorff. "Now, I think they've woken up and they see that their older brothers and sisters are graduating with a lot of debt and entering a tough job market out there, that if they don't really lean into trying to find an internship or two or three, they are not going to set themselves apart."

Opinions about what's behind this general rise in anxiety vary widely. But most agree that a combination of factors are at play. Roberta Katz, senior research scholar at Stanford University, who spent the last two years researching a book about Generation Z, says the insecurity that seems to be one of the defining hallmarks of this generation is a function of a quicker pace of change, and the fact that change is unrelenting. For instance, the gig economy has made it harder to predict where you will end up and how long you will stay in your present job. And increasingly wired and globally-connected companies have changed the traditional office culture, making the workplace itself seem portable and less permanent. "We are in the midst of redoing our society," says Katz, "and it's happening really fast and in a really messy way."

These issues have taken a toll on Generation Z. "We need to respect these kids because they are dealing with bigger concerns than we have appreciated," she says. "They are growing up in a different environment. They are really well aware of climate change. They are dealing with threats of gun violence that are very real. And the pace of change is like nothing we have experienced."

Kelley Bishop, head of career services at the University of Maryland, says the most important factor that differentiates the outlook of the kids he sees today from those who came before them have to do with the attitude of their parents. Most millennials, he notes, were parented by boomers—a generation that felt privileged and empowered, growing up in the post-World War II baby boom, raised to be the "Me" generation. The boomer outlook is evident in the iconic film *The Graduate*, in which 21-year-old protagonist Benjamin Braddock (played by Dustin Hoffman) sleeps with a friend of his parents and falls in love with her daughter. But it all works out in the end, when he breaks up the daughter's wedding and they run off together, chucking caution and the

conventional lifestyle of their parents to the wind.

Likewise, boomer parents gave their kids the message that they could do what they wanted and it would all work out; every kid got a trophy, win or lose.

But Generation Z wasn't raised by boomers. They are the children of the famously brooding Generation X, a generation of cynics with a distinctly different outlook than that of those who came before them. The mood of Generation Xers was better captured in movies like *Reality Bites*, the 1994 film directed by Ben Stiller, starring Stiller Wynona Rider and Ethan Hawke, in which recent college graduates adjust to a new reality of menial, demoralizing jobs, and worry about contracting AIDs.

"Gen Xers talk about having been latchkey kids, growing up when they were young," Bishop says. "And so there's definitely going to a much more sense of, 'You need to be resilient, you need to learn the ropes, you need to be cautious, you need to be aware, because you may get seriously disappointed.'"

He notes that unlike millennials, many in the generation coming up do not "have the same utter trust in the adults to figure everything out and that that they'll make sure everything works perfectly."

Economic Train Wreck

IF YOU ASK MEMBERS OF GENERATION Z THEMSELVES, they are most likely to offer a different answer for their anxiety and caution: a hangover from watching the slow motion disaster of graduating millennials, whose boomer-parent-fed hopes and dreams collided with a harsh economic reality. Bauders, who spends a lot of time on Reddit, says his approach to college and career prep has been molded to a large degree by stories about "the doom and gloom of millennials and how they're barely scraping by" and "how awful it is" for kids in their late 20s.

"If I went into college with absolutely no plan, then I would have absolutely no skills to offer in the job market, and then right about now I'd just be going home to live with my mom and go work at a grocery store," he says.

That may be an overstatement in today's hot economy. But it wouldn't have been far off-base a couple years ago. Many millennials did come of age and enter the workforce at the height of a crippling economic recession. And "the long-term effects of this slow start for millennials will be a factor in American society for decades," Michael Dimock,

president of the Pew Research Center wrote in an article last January, comparing the conditions Gen Z will face to their older brothers and sisters.

Just in case anyone should forget what the specter haunting today's youth looked like, Dimock pointed to a 2012 Pew report that quantified the disproportionate share of the post-subprime bubble misery shouldered by the millennials. Back then only about 54 percent of young adults between the ages of 18 to 24 were employed, the lowest level since the government began collecting data in 1948. Those with jobs had experienced a greater drop in weekly earnings than any other age group over the previous four years. And the gap in employment between young adults and all those of working age was 15 percent—the widest in recorded history. About half of millennials surveyed said they had taken jobs they didn't want to pay the bills, more than a third said they had gone back to school because of the economy and one in four said they had moved back in with their parents.

"The poor economic climate affected their life choices, future earnings and entrance into adulthood in a way that may not be the case for their younger counterparts, wrote Dimock.

Kyle LeScoeze, who graduated from Ohio State University with a major in business and a minor in engineering this May, says the events of 2008 produced a "healthy pessimistic attitude" that "things aren't always going to work out." He was around 10 or 11 at the time, and recalls his father, who was a financial advisor, having sleepless nights and being constantly on edge. Many of his clients, LeScoeze recalls, were calling him "wondering what's happened to all their money."

By the time he arrived on campus a few years later, LeScoeze, a native of Cleveland, already had an idea of what he wanted to do, choosing Ohio State because it would allow him to study both business and engineering through its integrated Business and engineering program. He has done several internships—including at large and small companies. And for the past year and a half he has been interning at a technology startup in downtown Columbus and starts a job there full-time after graduation.

Even many of those who have decided to pursue seemingly riskier vocations, it seems, have a backup plan. Standing at the ice machine in the hallway outside the basketball courts at the University of Bridgeport gym in Connecticut on a recent day, Katrell Thompson-Nickey, 22, talked about his dreams

of parlaying his music major into a lucrative career working as an audio engineer and a songwriter. Just in case that doesn't work out, however, he is pursuing a masters in music education.

"Ideally everybody wants to have a career that you are happy in, but also something that they are stable in," he says. "They want those two things, in their ideal job. I can really pursue what I want to do after this. But I need to have this backup in place now instead of trying to do this in 20 years when I have a family and a lot more responsibilities."

Another Great Generation

THERE IS AN UPSIDE TO THIS GENERATIONAL CAUTION and pragmatism. Gen Z may just turn out to be the most competent, productive and high achieving generation we've seen in a while. In addition to being the most diverse generation in American history, they also are on track to be the most educated.

In many ways, the same skills they have brought to bear as they have meticulously plotted out their college careers with an eye on a stable job will make them highly effective in the workplace. Gen Zs may be cautious, but they are by no means unempowered. Many are socially conscious and optimistic



NEGATIVE VIBES

Unlike idealistic boomers, the parents of today's graduates are known for their cynicism. Top to bottom: wealthy parents were busted trying to buy their kids' way into top schools such as the University of Southern California; the 1950s, an age of rising incomes and at least the stereotype of stable family life, now seems like a distant world; the 1994 movie *Reality Bites*, starring Ethan Hawke and Winona Ryder, is an iconic film for Generation X, now parents of incoming college students.



“Ideally everybody wants to have a career that you are happy in, but also something that they are **stable** in. I need to have this backup in place now instead of trying to do this in 20 years when I have a **family** and a lot more responsibilities.”

— KATRELL THOMPSON-NICKEY

about the impact they can have. Even more than millennials, employers report, “mission” is important to these recent college graduates and potential employers make sure to articulate it—whether it’s curing cancer for Merck, building rockets and weapons to protect the national security at Lockheed Martin, or using technology to improve the lives of those in the developing world and solve problems at IBM. (See “Wanted:

Cautious Grads Seeking Adventure” on page 30.)

McKinsey & Company, the consulting firm, conducted extensive research on the current crop of graduates a few years ago in preparation for their arrival as future hires. “Overall they were very hopeful, they felt they have a role to play in changing things they felt were unfair or wrong—and felt they had some agency and could make changes,” says Caitlin Storhaug, Director of Global Recruiting Communications & Marketing.

Employers are optimistic about the current crop of potential employees. Once Gen Zs achieve their goal of stable employment, a spirit of exploration and adventure begins to emerge, according to Storhaug and other potential employers. They consistently report a desire to explore different roles, work on career and skills development and move within whatever company they land at.

Gen Zs also bring a technological savvy to the workplace. If Millennials were known as early adopters of social media and other aspects of the digital age—and perhaps for oversharing personal information to their own detriment—Gen Zs are the first true “digital natives.” They have learned the perils of digital footprints and online oversharing by watching their older brothers and sisters. They are more careful about curating their digital presence and using it to build a personal brand.

Many of his friends at UT, notes Bauders, have two Instagram accounts: a publicly available one that can be seen by future employers and a private account under a fake name they share only with a few select friends. The practice is so common, there’s even a



FROM TOP: ALLEN J. SCHABEN/LOS ANGELES TIMES/GETTY; H. ARMSTRONG ROBERTS/CLASSICSTOCK/GETTY; UNIVERSAL/GETTY

WANTED: CAUTIOUS GRADS SEEKING ADVENTURE

Corporations are trying to lure Generation Z with promises of something more than just a safe job. *by* ADAM PIORE

→ **Generation Z may be known for** pragmatism and a desire for stability, but corporations who want to hire them are trying to lure them with the promise of adventure and meaning.

Merck and Genentech tout the opportunity to cure disease. Lockheed Martin recruiters are selling engineering graduates on the chance to serve the nation—and maybe help put an astronaut on Mars. And at IBM, marketers emphasize the opportunity to help combat climate change, apply computing power to health care and upgrade the backbone of financial services.

Just because Gen Zs want stability doesn't mean they don't also yearn every bit as much as their older brothers and sisters for something more. Employers have picked up on these trends and have made an effort to emphasize mission and opportunity in their recruiting pitches.

At Merck, during “intern days” when hundreds of Gen Zs converge on headquarters, “what they want to hear about it is how we’re solving cancer or what are we doing for river blindness,” says Tracey Franklin, vice president of talent recruitment for Merck. “They believe that they can actually change the world, and they want to work for a company who does change the world. I think it’s there within millennials. But it seems to be a stronger pull than previous generations.”

Gen Zs have grown up “in a world dominated by technological connectivity and access to information,” says Connie White, head of university talent acquisition at Genentech. “They are thus acutely aware of socioeconomic and environmental challenges. And they are eager to make a positive impact on the world.”

Big companies usually steer clear of

politics in their recruitment messages, but some firms have used it in making their appeals to Gen Zs. IBM, for instance, made a point of highlighting its tough stances in opposition to the North Carolina and Texas bathroom bills banning transgender people from public restrooms and its efforts to come up with solutions to climate change to appeal to the Gen Z sense of social conscience and mission.

Big Blue doesn't have to work hard to convince potential recruits that it can offer them the stability they crave—after all, the company has been around for 108 years, says Obed Louissaint, vice president for talent in IBM's human resources department. IBM receives about 9,000 new job applications a day and hires about 45,000 people a year.

Lockheed Martin, the mammoth aerospace and defense contractor, meanwhile, is emphasizing the opportunity to serve the nation and its allies, and put people in space, says Patricia Lewis, senior VP of HR at Lockheed Martin. Collectively more than 40 percent of its workforce is now made up of Gen Zs and millennials, and the company is actively recruiting mostly engineering talent

to work space and technology.

Gen Zs “are very mission driven,” Lewis says. “In general they want to work for a company that is working on the betterment of society. In our case, that does apply with regards to what we do for our nation and our allies around the world. We’re also building the alliance spacecraft for NASA to send astronauts to the moon and Mars. Those are the kind of missions that these young people relate to. That’s very attractive to them.”

Another big draw for this year's graduating college students is flexibility within their jobs and the ability to grow and have adventures. Caitlin Storhaug, director, global recruiting communications & marketing for the global management consulting behemoth McKinsey & Company, says her company's research has found that even within large companies, Gen Zers covet what she calls “autonomy of career”—the ability to not chart a predetermined career path, but to leave doors open.

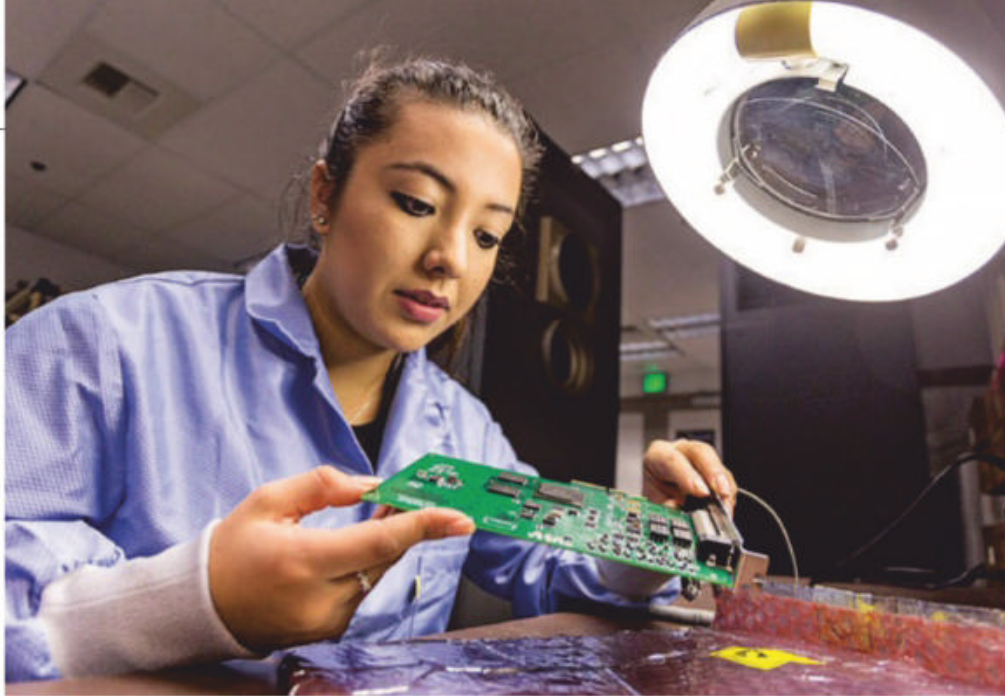
“‘Explore’ was a big word in our research,” she says. “And consulting is tailor made for exploration. There's just an incredible variety of roles.”

Lockheed's Lewis also says her company provides a variety of rotational opportunities inside her company for younger employees because doing so increases the chances of retaining them. “We’re finding every couple of years they want a new opportunity to continue to grow their careers,” she says. “They want to move from business area to business area with inside your corporation or experience to

“If you work for someone else,
at any point **you can get fired.**
Companies are downsizing. If you work
for yourself, you're in charge of that.”

ELIZABETH DANNA





experience because they are very experientially driven, is very important.”

“That’s something we’re working on,” agrees Merck’s Franklin. “How do you make sure that we have that continuous learning within the company, where you can pick and learn and do different things?”

IBM’s Louissaint notes that at recruiting events, such as a recent talk at UC Berkeley, seven different IBMers were called up to deliver their stories with experiences ranging from two years to 37. “In some cases, you might think hearing from somebody who has been there 37 years would scare somebody off—after all, you’re talking about somebody who has been working for almost twice as long as you’ve been living,” he says. “But I think that helps to convey the story of stability and that person can tell stories about how they’ve had multiple careers and dozens of jobs.” ■

WANTING MORE

They may be pragmatic, but the members of Generation Z also want to do meaningful work. Big companies that can offer stable employment are vying to appeal to this idealism. Top: Rubi Solis started as an intern at Lockheed Martin, the aerospace and defense contractor, and now works fulltime as an engineer on spacecraft. Lockheed recruiters emphasize space and service to national defense. Above: McKinsey & Company, the big consulting firm, lets employees work pro bono in India and elsewhere. It also tries to appeal to those who want to leave their career options open.

name for it: Gen Zers call their private accounts “finstas,” a mashup of “fake Instagram account.”

The wild card for employers is to what extent Gen Zs will take an entrepreneurial path rather than a corporate one. Big corporations, which have few qualms about “downsizing” employees when it suits them, are no longer assumed to be the stable alternative. Many Gen Zs, like Elizabeth “Ella” Dana, 22, have already gotten a head start running their own businesses.

In typical Generation-Z fashion, Dana had already built her own business by the time she graduated this year with a double major in film, television and media and the Italian Language from Fairfield University. Over the past two years, she took a series of pragmatic, well-planned steps to ensure that she won’t end up living in her parent’s basement. She steadily accumulated a roster of freelance clients that now provides cash flow for her company, Ella Creative, which is focused on social media management, photo video content creation and brand work for small companies.

Most of Dana’s friends are looking for traditional 9-to-5 jobs to pay off crippling student debt. But many “creatives” have chosen instead to pursue their chosen careers as a “side hustle.” Dana, who does not have student loans, prefers to build a business of her own in part because she feels it is more stable in the long term. The idea that a 9-to-5 job will provide stability, she says, is a myth.

Dana got this impression, she says, from listening to podcasts and through personal experience. Her uncle worked at GE in Connecticut and now has to commute more than a hour each way into New York City because the company decided to move. Dana’s aunt was out of work for a year when the company downsized.

“If you work for someone else, a lot of people think that, oh that’s secure, I have a job, a nine to five, it’s going to be there,” she says. “But at any point, you can get fired. You can get laid off. Companies are downsizing. If you work for yourself, you’re in charge of that. You go out and you find the work, and you’re in charge of whether you have a job or not to a certain extent. Obviously, you need to find the work. But at any point if you work for a company, they can let you go, and that job’s gone.”

Dana’s assessment is certainly clear-eyed and pragmatic, and she has an action plan to match. Sounds like a typical Gen Z. ■

2019

Newsweek

BEST BUSINESS TOOLS

Methodology

The Best Business Tools list is based on a nationwide survey of more than 10,000 professional users of software and software service providers. There was an additional evaluation of more than 1,500 Gen Z users (born 1995 and later), who completed the survey. The survey was administered using an online access panel, and young entrepreneurs from business schools across the U.S. were invited to take the survey by Newsweek. In 54 categories, participants were asked to identify all providers of business software and software services they know and have used before. Within each category the participants could choose from an autofill list of providers of software and software services, compiled through research from relevant online registers. Participants were also invited to name other, additional providers. The survey examined the participant's willingness to recommend the provider and asked them to rate the provider in categories of trust; service promise; reliability; security; improvement and satisfaction. Each participant evaluated several providers of business software and software services: more than 71,000 evaluations have been collected. For every provider, a weighted score from 0 to 100 was calculated using the criteria above. In each category, the providers with a score of 75 and higher are cited; therefore, the number of recognized providers for each category varies. In total, 416 business software and services were awarded in 54 categories. Providers with the highest score among Gen Z users were marked as (yellow) "Gen Z Favorite." The complete methodology can be found online at <https://www.newsweek.com/best-business-tools-2019>

We value your
feedback. Please let
us know what you think
by emailing us at
next@newsweek.com

With businesses around the country and the world facing continual disruption, technological tools are increasingly crucial to the success of established enterprises and start-ups alike. Which tools can you rely on? Working with Statista Inc., the globally recognized data research company, **NEWSWEEK** has produced an authoritative list of America's Best Business Tools. We name the top providers of business software and software services in 54 categories: from audio editing software to cybersecurity tools. We also looked specifically at a new generation of workers. The first members of Generation Z (people born after 1995) are graduating from college and finding jobs—or creating their own—and we highlight the business tools preferred by these energetic young employees and entrepreneurs. → **NANCY COOPER**, *Global Editor-in-Chief*

ESS

TOOLS

Administration and Organization

COMPLIANCE MANAGEMENT

ACL Services (Galvanize) 75.6

ACL for Compliance Management
acl.com

Acuity Risk Management 75.1

STREAM
acuityrm.com

Cority 77.0

Compliance Management Software
cority.com

HIPAA One 76.4

HIPAA Security Risk Analysis
hipaaone.com

IBM 83.6

OpenPages
ibm.com

LogicGate 77.8

LogicGate
logicgate.com

Oracle 78.3

Oracle GRC
oracle.com

VMware 77.5

vCenter Configuration Manager, vRealize Configuration Manager
vmware.com

DOCUMENT MANAGEMENT (DMS)

Biztree 80.3

Business-in-a-Box
biztree.com

CubexSoft 77.6

CubexSoft NSF Export
cubexsoft.com

Designed4Work 77.4

Powertools for Google Drive
designedforwork.com

Easy Data Access 76.5

Docsvault
docsvault.com

eFileCabinet 76.9

Rubex
efilecabinet.com

Hyland Software 78.4

OnBase
onbase.com

IBM 82.9

FileNet Content Manager
ibm.com

Intellect 75.6

Intellect Document Control
intellect.com

LogicalDOC 78.4

LogicalDOC
logicaldoc.com

Xerox 76.0

DocuShare
docushare.com

ENTERPRISE CONTENT MANAGEMENT (ECM)

Hyland Software 75.5

OnBase
onbase.com

IBM 84.6

IBM Enterprise Content Management
ibm.com

Oracle 78.4

Oracle WebCenter Content
oracle.com

SAP 80.4

SAP Extended Enterprise Content Management, Hybris
sap.com

WordPress Foundation 76.9

WordPress
wordpressfoundation.org

Xerox 77.6

DocuShare
docushare.de

ENTERPRISE-RESOURCE-PLANNING (ERP)

24SevenOffice 75.6

24SevenOffice
24sevenoffice.com

AlloyERP 76.9

AlloyERP
alloyerp.com

Microsoft 82.2

Dynamics GP
dynamics.microsoft.com

Oracle 78.2

Oracle ERP Cloud, JD Edwards
cloud.oracle.com

Sage 78.3

Sage 300cloud, Sage 100 ERP
sage.com

SAP 78.2

SAPERP, SAP Business ByDesign
sap.com

MANAGED PRINT SERVICES

ARC Document Solutions 76.2

ARC Managed Print Services
e-arc.com

brother 76.8

Brother Copier and Managed Fleet Service
global.brother

Canon 78.5

Canon Managed Print Services
usa.canon.com

HP 82.9

HP Managed Print Services
hp.com

Lexmark 77.7

Lexmark Managed Print Services
lexmark.com

Ricoh 76.3

Ricoh Managed Print Services
ricoh.com

Toshiba 79.2

Toshiba Managed Print Services
business.toshiba.com

Xerox 79.1

Xerox Managed Print Services
xerox.com

PROJECT MANAGEMENT SOFTWARE

Active Collab 75.8

ActiveCollab
activecollab.com

Agilean Solutions 75.7

Agilean
agilean.in

Airtable 75.5

Airtable
airtable.com

Asana 75.2

Asana
asana.com

Atlassian 76.3

Trello
trello.com

Avaza Software 83.1

Avaza
avaza.com

Bitrix 78.8

Bitrix24
bitrix24.com

Clarizen 80.5

Clarizen One
clarizen.com

DelteK 78.5

Open Plan
deltek.com

Freshworks 77.0

Freshdesk
freshworks.com

Microsoft 81.7

Microsoft PPM, Microsoft Project
microsoft.com

OpenProject 75.2

OpenProject
openproject.org

SAP 79.3

SAP Business ByDesign, Ruum
sap.com

Smartsheet.com 79.5

Smartsheet
smartsheet.com

SCHEDULING SOFTWARE

Epic 75.1

Scheduling Software
epic.com

Google 83.7

Google G-Suite Calendar, Docs
gsuite.google.com

HotSchedules 75.2

Clarifi
hotschedules.com

IBM 76.9

IBM Notes, Domino
ibm.com

Microsoft 75.4

Outlook, Project
microsoft.com

OnceHub 76.6

ScheduleOnce
oncehub.com

SimplyBook.me 82.5

SimplyBook.me
simplybook.me

SuperSaaS 75.0

Appointment Schedule
supersaas.com





Audio, Video, and Image Editing

AUDIO EDITING

Ableton	79.3
Ableton Live, Push	
ableton.com	
Adobe	83.9
Adobe Audition	
adobe.com	
Apple	82.7
Apple Logic Pro X	
apple.com	
Audacity	78.5
Audacity	
audacityteam.org	
Avid	78.5
Avid Pro Tools, Sibelius	
avid.com	
AVS	76.4
AVS Audio Editor	
avs4you.com	
Image Line	84.3
FL Studio	
image-line.com	

MAGIX	75.2
MAGIX Music Maker, Music Studio, Samplitude, Sequoia, ACID	
magix.com	
PreSonus	79.1
Studio One	
presonus.com	

IMAGE EDITING

Adobe	86.7
Adobe Photoshop, Adobe Lightroom, Illustrator, InDesign	
adobe.com	
Alien Skin Software	77.4
Exposure	
alienskin.com	
Bohemian B.V.	75.1
Sketch	
sketch.com	
GIMP	75.1
GIMP	
gimp.org	

PhaseOne	76.0
PhaseOne Capture One, Media captureone.com	
Serif	78.4
Affinity Photo	
affinity.serif.com	

VIDEO EDITING

Adobe	85.6
Adobe Premiere, After Effects, Captivate	
adobe.com	
Apple	83.9
Final Cut Pro, iMovie	
apple.com	
Blender Foundation	80.8
Blender	
blender.org	
Corel	79.3
CorelDRAW, VideoStudio, Photo Video	
corel.com	
MAGIX	75.7
Video Pro X, Movie Edit Pro, Fastcut, VEGAS	
magix.com	
Microsoft	81.1
Video Editor, Movie Maker	
microsoft.com	



Cloud Services

INFRASTRUCTURE-AS-A-SERVICE (IAAS)

Amazon Web Services	85.4
EC2	
aws.amazon.com	
apache CloudStack	80.5
CloudStack	
cloudstack.apache.org	
AT&T Business	82.7
NetBond, Content Delivery Network	
business.att.com	

Cisco	81.9
Cloud Infrastructure Solutions	
cisco.com	

CITRIX	81.0
Hypervisor	
citrixready.citrix.com	

Google	82.5
Compute Engine	
cloud.google.com	

IBM	84.5
IBM SmartCloud Enterprise	
ibm.com	

Microsoft	86.7
Azure IaaS	
azure.microsoft.com	

Verizon	75.9
Verizon Cloud	
enterprise.verizon.com	

VMware	77.5
vCloud Air	
vmware.com	

PLATFORM AS A SERVICE (PAAS)

Amazon Web Services	82.1
Amazon Web Services PaaS, Amazon Elastic Beanstalk	
aws.amazon.com	

Google	84.1
Google App Engine	
cloud.google.com	

IBM	83.4
Bluemix	
ibm.com	

Microsoft	84.0
Azure	
azure.microsoft.com	

Oracle	80.1
Oracle Cloud Platform	
oracle.com	

Salesforce	77.0
Salesforce	
developer.salesforce.com	

SOFTWARE AS A SERVICE (SAAS)

Amazon Web Services	83.0
Amazon Web Services	
aws.amazon.com	

DocuSign	80.8
DocuSign electronic signatures	
docusign.com	

Dropbox	80.4
Dropbox	
dropbox.com	

Google	86.6
G Suite	
gsuite.google.com	

Microsoft	85.2
Office 365, Sharepoint	
microsoft.com	

Salesforce	77.4
Salesforce	
salesforce.com	

SAP	75.9
SAP Concur	
sap.com	

Slack	75.8
Slack	
slack.com	



Communication

ENTERPRISE INTERNET PROVIDER

AT&T Business 77.6

Dedicated Internet
att.com

Atlantech Online 75.5

CloudConnect
atlantech.net

Comcast 75.0

Business, Xfinity Internet
business.comcast.com

Cox Business 75.7

Cox Business Internet
cox.com

Spectrum Business 75.5

Spectrum Business Internet
business.spectrum.com

verizon 80.3

Fios
verizon.com

MOBILE PROVIDER FOR BUSINESSES

AT&T Business 77.6

Cell Phone Service
att.com

T-Mobile 77.7

Cell Phone Service, MetroPCS
t-mobile.com

verizon 83.0

businessunlimited
verizonwireless.com

ONLINE COLLABORATION

Active Collab 77.6

ActiveCollab
activecollab.com

Asana 78.6

Asana
asana.com

Aurea 75.4

Jive
aurea.com

Azendoo 77.3

Azendoo
azendoo.com

Cisco 78.1

Cisco WebEx Teams
webex.com

Dropbox 77.2

Dropbox Business
dropbox.com

Google 86.5

G Suite
gsuite.google.com

IBM 76.6

IBM Notes, Sametime
ibm.com

Microsoft 81.9

SharePoint, Onedrive, Teams,
OneNote, Skype, Yammer
products.office.com

Slack 80.2

Slack
slack.com

Smartsheet.com 80.2

Smartsheet
smartsheet.com

ONLINE MEETING TOOLS

Amazon Web Services 76.9

Amazon Web Services Chime
aws.amazon.com

Cisco 79.9

Cisco Systems WebEx,
Cisco Meeting Server
cisco.com

Google 80.5

Google Hangouts
hangouts.google.com

LogMeIn 77.7

GoToMeeting, Join.me
gotomeeting.com

Microsoft 79.6

Skype for Business,
Teams, Outlook
products.office.com

TeamViewer 75.0

TeamViewer Business,
Premium, Corporate
teamviewer.com

Zoom 77.8

Zoom Meetings & Chat
zoom.us

VOIP SOFTWARE

Cisco 81.4

Unified Communications
Manager, broadsoft
cisco.com

CloudCall 76.3

CloudCall
cloudcall.com

Google 78.0

Hangouts, Voice
hangouts.google.com

Grasshopper 76.5

Grasshopper Connect
grasshopper.com

Microsoft 75.2

Skype
skype.com

Mitel Networks 77.6

MiCloud Connect
mitel.com

WEBHOSTING

BlueHost 75.0

Shared hosting, VPS hosting
bluehost.com



Finance and Reporting

ACCOUNTING

AccountslQ 75.5

AccountslQ
accountslq.com

Clear Books 76.5

Clear Books
clearbooks.co.uk

FreshBooks 75.0

FreshBooks
freshbooks.com

Intuit 82.8

QuickBooks
quickbooks.intuit.com

Microsoft 79.4

Dynamics 365
dynamics.microsoft.com

SAP 75.5

SAP S/4HANA Finance
sap.com

BILLING AND INVOICING

FreshBooks 76.9

FreshBooks
freshbooks.com

Intuit 83.1

QuickBooks
quickbooks.intuit.com

Microsoft 79.7

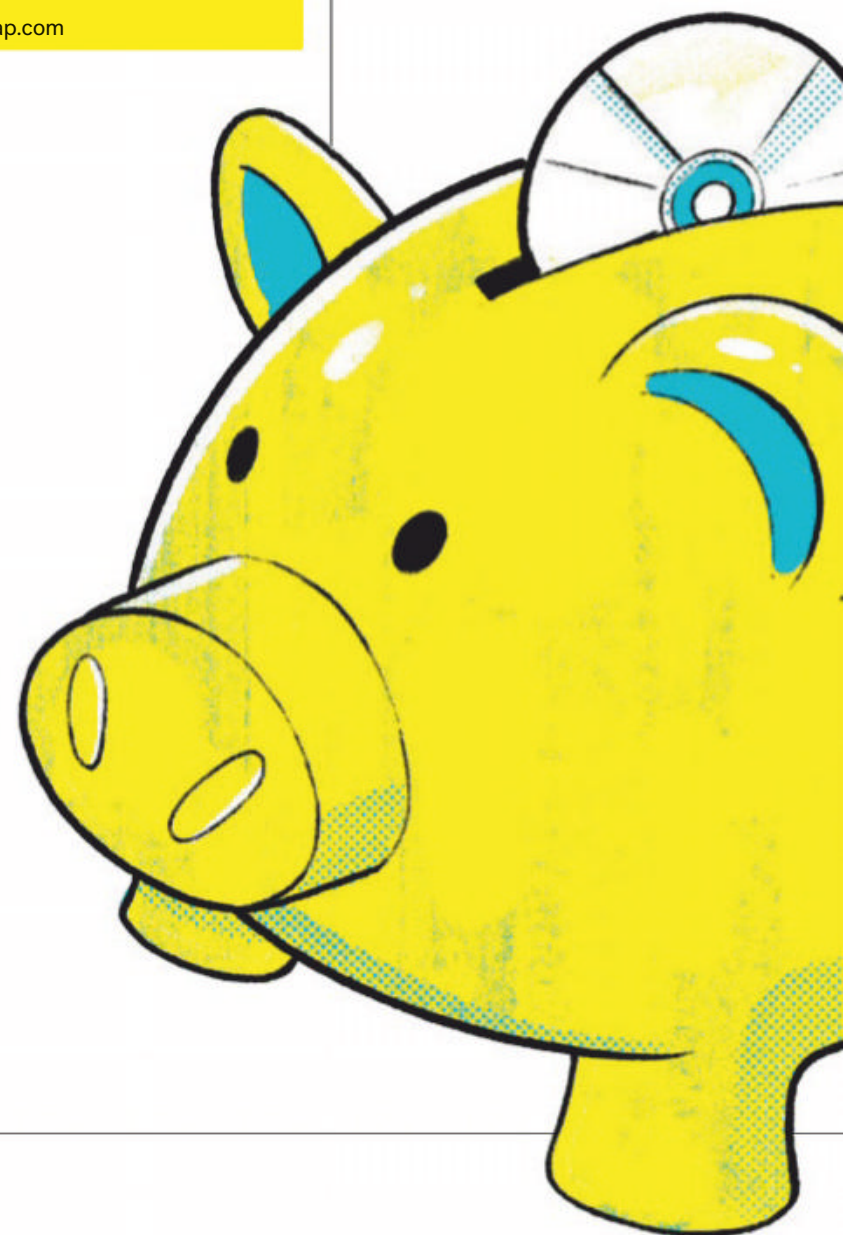
Dynamics 365,
Microsoft Invoicing
dynamics.microsoft.com

Stripe 79.5

Stripe Billing
stripe.com

Zoho 78.8

Zoho Invoice
zoho.com



BUSINESS
INTELLIGENCE

Amazon Web Services	79.3
Quicksight	
aws.amazon.com	
Corporate Planning	80.7
Corporate Planning BI	
corporate-planning.com	
Corporater	75.9
Corporater Business Management Platform	
corporater.com	
GoodData	75.1
GoodData	
gooddata.com	
IBM	79.7
IBM BI	
ibm.com	
Microsoft	83.9
Microsoft Power BI	
powerbi.microsoft.com	
MicroStrategy	78.9
MicroStrategy Enterprise Analytics	
microstrategy.com	

Oracle	76.9
Netsuite BI, Oracle BI	
netsuite.com; oracle.com	
Periscope Data	76.2
Periscope Data	
periscopedata.com	
Qlik	77.8
QlikView	
qlik.com	
Salesforce	89.8
Einstein Analytics	
salesforce.com	
SAP	77.8
SAP BusinessObjects BI suite, Analytics Cloud, Crystal Reports	
sap.com	
SAS	78.6
SAS Business Intelligence	
sas.com	
Sisense	76.6
Sisense	
sisense.com	
Tableau	78.0
Tableau Server, Tableau Desktop	
tableau.com	

BUSINESS PROCESS
MANAGEMENT

Atlassian	76.5
JIRA	
atlassian.com	
Engage Process	77.2
Engage Process Modeler	
engageprocess.com	
IBM	81.8
BPM Express, BPM Standard, BPM Advanced, Maximo	
ibm.com	
Microsoft	83.9
Dynamics AX	
dynamics.microsoft.com	
Oracle	77.5
Oracle BPM Suite	
oracle.com	
QuickBase	76.6
QuickBase	
quickbase.com	

Smartsheet.com	79.3
Smartsheet	
smartsheet.com	
Zoho	75.7
Zoho Creator, Zoho One	
zoho.com	

DATA
VISUALIZATION

CleverAnalytics	76.6
CleverAnalytics	
cleveranalytics.com	
Dassault Systèmes	78.7
3DS NETVIBES	
3ds.com	
Google	81.7
Google Charts	
developers.google.com	
IBM	82.5
IBM Cognos Analytics	
ibm.com	
Microsoft	85.1
Microsoft Power BI	
powerbi.microsoft.com	
MicroStrategy	78.4
MicroStrategy Enterprise Analytics	
microstrategy.com	
Periscope Data	75.5
Periscope Data	
periscopedata.com	
Qlik	75.7
QlikSense	
qlik.com	
SAP	76.0
SAP Analytics Cloud, SAP Lumira	
sap.com	
SAS	80.3
JMP	
jmp.com	
Tableau	80.6
Tableau Desktop	
tableau.com	
The MathWorks	80.1
MATLAB	
mathworks.com	

FINANCIAL
REPORTING

CA Technologies	77.0
CA PPM	
ca.com	
FreshBooks	75.0
FreshBooks	
freshbooks.com	
Intuit	81.7
QuickBooks	
quickbooks.intuit.com	
Microsoft	80.2
Dynamics 365	
dynamics.microsoft.com	
SAP	76.8
SAP Analytics Cloud	
sap.com	
Workday	76.0
Workday Financial Management	
workday.com	

STATISTICAL
ANALYSIS

Analytical Software	75.2
Statistix	
statistix.com	
GraphPad Software	76.0
GraphPad Prism	
graphpad.com	
IBM	81.2
Cognos, SPSS	
ibm.com	
Minitab	75.6
Minitab 18	
minitab.com	
Quark Analytics	75.1
Quark Analytics	
quarkanalytics.com	

Rstudio	79.1
Rstudio, Shiny	
rstudio.com	
SAP	79.4
SAP Predictive Analytics	
sap.com	
SAS	79.6
SAS Business Intelligence, JMP	
sas.com	
StataCorp	80.1
Stata	
stata.com	
Systat Software	76.6
SigmaPlot	
systatsoftware.com	
Tableau	81.5
Tableau Prep	
tableau.com	
The MathWorks	78.2
MATLAB	
mathworks.com	

TAXES

HRB Digital	79.0
H&R Block Business	
hrblock.com	
Intuit	83.0
TurboTax, QuickBooks	
turbotax.intuit.com	
TaxHawk	77.5
FreeTaxUSA	
freetaxusa.com	

→ **statista** publishes worldwide established rankings and company listings with high profile media partners. This research and analysis service is based on the success of statista.com. The leading data and business intelligence portal provides statistics, business relevant data, and various market and consumer studies/surveys.

Human Resources

APPLICANT TRACKING

Advanced Personnel Systems	75.1
SmartSearch	
aps2k.com	
CareerBuilder	75.4
CareerBuilder	
Applicant Tracking	
hiring.careerbuilder.com	
CATS Software	78.5
CATS	
catsone.com	
ClearCompany	77.3
ClearCompany	
applicant tracking	
clearcompany.com	
Greenhouse	76.2
Greenhouse	
greenhouse.io	
Oracle	75.6
Oracle Taleo Cloud Service	
oracle.com	
SAP	75.8
SAP SuccessFactors	
successfactors.com	

E-LEARNING

Adobe	81.4
Adobe Captivate Prime	
adobe.com	
Articulate Global	78.7
Storyline	
articulate.com	
Blackboard Learning Management Systems	75.1
Blackboard Learn	
blackboard.com	
Cisco	77.2
Cisco On Demand E-Learning	
cisco.com	
EduBrite Systems	77.9
EduBrite	
edubrite.com	

Intellum	75.5
Exceed	
intellum.com	
iSpring Solutions	78.1
iSpring Learn	
ispringsolutions.com	
LearningCart	75.5
LearningCart	
learningcart.com	
Relias	78.5
Relias	
relias.com	
SAP	77.1
SAP SuccessFactors	
Learning	
sap.com	

EXPENSE REPORT

Avaza Software	80.2
Avaza	
avaza.com	
BillbeeZ	75.1
BillbeeZ	
billbeeZ.com	
Chrome River Technologies	77.8
Chrome River Expense	
chromeriver.com	
Clarcity Travel & Expense	75.7
Travel & Expense	
clarcity.com	
Deltek	76.1
Deltek Vision, Deltek Costpoint	
deltek.com	
ExpenseBot	75.4
ExpenseBot	
expensebot.com	
ExpensePoint	77.1
ExpensePoint	
expensepoint.com	
Expensify	77.7
Track, Submit, Collect, Control	
use.expensify.com	

FreshBooks	78.8
FreshBooks	
freshbooks.com	
Fund Accounting Solution Technologies	85.0
FundView Cash Receipting	
fastsw.com	
Invoicera	77.2
Invoice Billing Software	
invoicera.com	
SAP	76.1
Concur, BPC	
concur.com	
Zoho	76.1
Zoho Expense	
zoho.com	

HUMAN RESOURCES

ADP	78.6
ADP Workforce Now, ADP TotalSource	
adp.com	
BambooHR	75.7
BambooHR	
bambooHR.com	
CakeHR	75.4
CakeHR	
cake.hr	
Employee Navigator	78.0
Employee Navigator	
employeenavigator.com	
HR Systems Strategies	78.1
info:HR	
infohr.net	

HRweb Software LLC	78.4
HRweb	
hrweb.com	
iCIMS	75.6
iCIMS Talent Acquisition Suite, Recruit	
icims.com	
Namely	83.4
Namely	
namely.com	
Oracle	77.7
Oracle HCM Cloud, JD Edwards, NetSuite, PeopleSoft, Taleo	
oracle.com	
Paycom	77.3
Paycom	
paycom.com	
Paycor	76.5
Paycor	
paycor.com	
People	75.0
PeopleHR	
peoplehr.com	
Qualtrics	77.7
Qualtrics Employee Experience	
qualtrics.com	
Sage	77.9
Sage HRMS	
sage.com	
Workday	75.6
Workday HCM	
workday.com	
Zenefits	75.2
Zenefits Growth, Zenefits Zen	
zenefits.com	

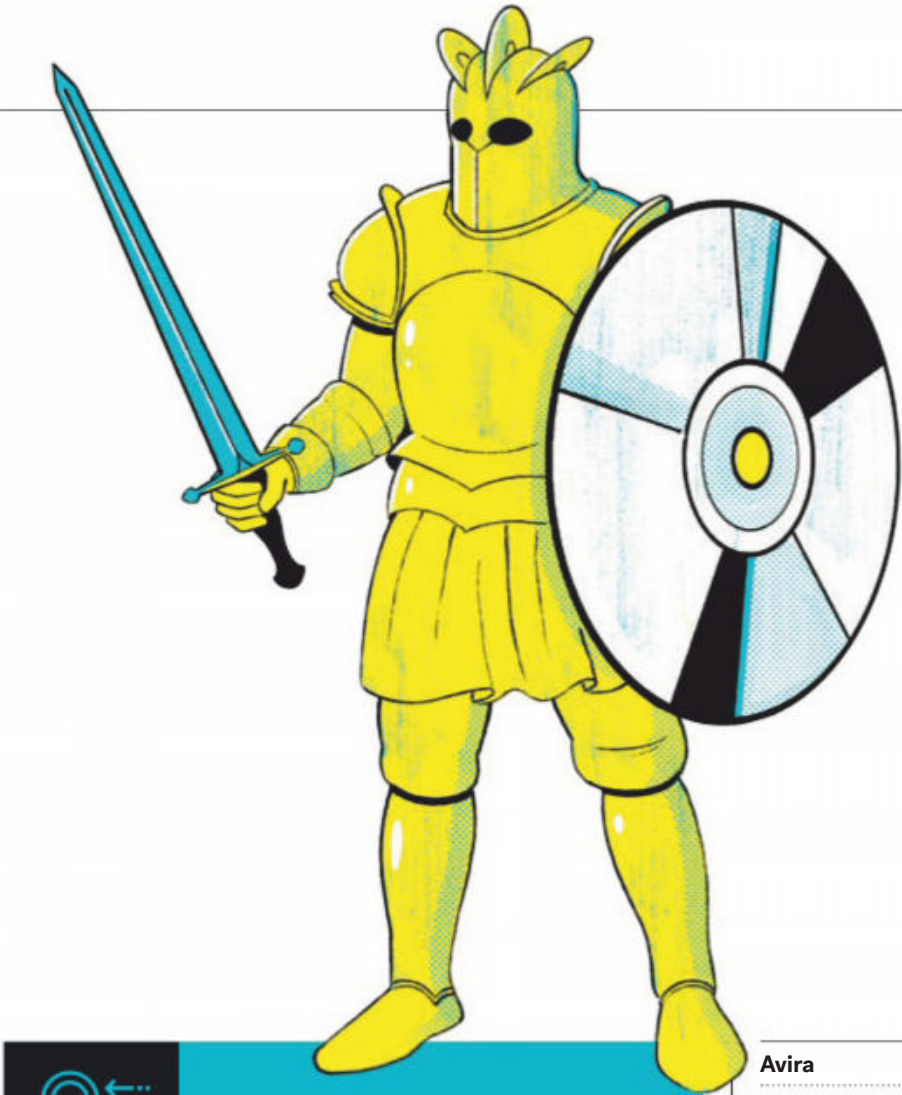
PAYROLL


ADP	79.8
ADP Comprehensive Services, ADP Workforce Now	
adp.com	
Gusto	76.4
Gusto	
gusto.com	
Intuit	82.2
QuickBooks, Payroll	
payroll.intuit.com	
Oracle	77.7
Oracle HCM Cloud, JD Edwards, PeopleSoft	
oracle.com	
Paychex	75.5
Paychex Flex	
paychex.com	
Paycom	77.2
Paycom	
paycom.com	
Paycor	77.3
Paycor	
paycor.com	
Sage	83.2
Sage HRMS, Sage 50cloud, Abra	
sage.com	
Ultimate Software	76.9
UltiPro	
ultimatesoftware.com	
Workday	76.9
Workday Payroll	
workday.com	



Performance Appraisal	
BambooHR 75.2	
BambooHR	
bamboohr.com	
HRweb Software LLC 77.7	
HRweb	
hrweb.com	
Oracle 81.8	
Oracle Taleo Cloud Service	
oracle.com	
SAP 77.1	
SAP Human Resources	
sap.com	
Ultimate Software 75.5	
UltiPro Performance Management	
ultimatesoftware.com	
Talent Management	
BambooHR 77.7	
BambooHR	
bamboohr.com	
Cornerstone OnDemand 80.2	
Cornerstone HR, Cornerstone Talent Management	
cornerstoneondemand.com	
EmployeeConnect 76.0	
EmployeeConnect	
employeeconnect.com	
Monster 76.2	
Monster TMS	
monster.com	
Oracle 79.3	
Oracle Taleo Cloud Service, PeopleSoft, Oracle Taleo Business Edition	
oracle.com	
SAP 78.4	
SAP SuccessFactors	
sap.com	
Talentsoft 77.7	
Talentsoft	
talentsoft.com	
Time Tracking	
ABRA Software 75.5	
primaERP Time Tracking	
primaerp.com	

Bitrix 76.6	
Bitrix24	
bitrix24.com	
COING 77.2	
Clockify	
clockify.me	
eBillity 75.7	
Time Tracker	
ebillity.com	
FreshBooks 76.7	
FreshBooks	
freshbooks.com	
Frontline Education 80.4	
Frontline Absence & Time	
frontlineeducation.com	
Harvest 79.2	
Harvest Team	
getharvest.com	
iSolved HCM 79.3	
iSolved	
isolvedhcm.com	
OfficeTime Software 75.4	
OfficeTime	
officetime.net	
Time Clock Wizard 75.7	
Time Clock Wizard	
timeclockwizard.com	
Time Doctor 80.6	
Time Doctor Classic	
timedoctor.com	
TimeCamp 78.7	
TimeCamp	
timecamp.com	
TIMEDOCK 75.9	
TIMEDOCK	
timedock.com	
Timely 75.7	
Timely	
timelyapp.com	
Ultimate Software 77.0	
UltiPro	
ultimatesoftware.com	
WebWorkTracker 75.5	
WebWork Time Tracker	
webwork-tracker.com	
Zoho 76.2	
Zoho Invoice, Zoho People, Zoho Projects, Zoho Sprints	
zoho.com	





IT Security

Access Control Systems	
ADT 80.2	
Access Control	
adt.com	
AMAG Technology 77.1	
Access Control	
amag.com	
Bosch 86.3	
Bosch Access Easy	
emea.boschsecurity.com	
Honeywell 79.2	
WIN-PAK, NetAXS	
security.honeywell.com	
MicroStrategy 87.0	
Usher	
microstrategy.com	
Siemens 80.2	
SiPass, SIPORT	
new.siemens.com	
Anti-Spam	
Bitdefender 80.0	
Gravityzone Ultra Suite	
bitdefender.com	
Comodo Group 76.8	
Comodo Dome Antispam	
cdome.comodo.com	

GFI Software 77.1	
GFI MailEssentials	
gfisoftware.de	
Kaspersky 78.0	
Cloud Endpoint Security	
kaspersky.com	
McAfee 79.6	
Security for Email Servers	
mcafee.com	
SOPHOS 76.1	
Email Security	
central.sophos.com	
Symantec 81.1	
Email Security.cloud, Norton Security	
symantec.com	
Trend Micro 78.0	
Trend Micro Smart Protection Complete Suite	
trendmicro.com	

Antivirus	
Avast 78.8	
Business Antivirus, Business Antivirus Pro, Business Antivirus Pro Plus, AVG	
avast.com	

Avira 75.9	
Antivirus Pro - Business Edition, Antivirus for Endpoint, Antivirus for Small Business	
avira.com	
ESET 83.8	
Smart Security Premium, Internet Security, NOD32 Antivirus	
eset.com	
McAfee 75.6	
McAfee Endpoint Security	
mcafee.com	
Symantec 78.5	
Symantec Endpoint Security	
symantec.com	
Backup	
Acronis 75.2	
Acronis Backup	
acronis.com	
Apple 80.4	
iCloud	
apple.com	
Avast 75.1	
Avast Business Security Services	
avast.com	
Backblaze 77.9	
Backblaze Business Backup	
backblaze.com	
Carbonite 76.4	
MozyPro	
carbonite.com	



CloudAlly 80.0

Office 365 backup
cloudally.com

CloudBerry Lab 80.9

CloudBerry Backup
cloudberrylab.com

Dell 76.2

Avamar, Networker
emc.com

Google 83.9

Google Cloud Storage
cloud.google.com

IDrive 79.3

Server Backup, BMR
idrive.com

Microsoft 79.0

Azure Backup
azure.microsoft.com

Oracle 79.6

Oracle Recovery Manager (RMAN)
oracle.com

CYBERSECURITY

Cisco 85.5

Cisco Systems Security
cisco.com

Cobweb Security 85.0

WebDefender
cobweb-security.com

DigitalBulls 75.1

Virus Vanish
digitalbulls.com

F-Secure 82.5

Business Suite
f-secure.com

IBM 84.3

IBM Security
ibm.com

McAfee 79.1

McAfee Network Security
Platform
mcafee.com

Symantec 83.1

Symantec Cyber Security,
Norton Security
symantec.com

Webroot Software 75.9

Webroot SecureAnywhere
Endpoint Protection
webroot.com



Marketing and Sales

CRM

Avidian Technologies 76.5

Prophet CRM
avidian.com

Microsoft 80.9

Dynamics CRM
dynamics.microsoft.com

Oracle 81.3

NetSuite CRM,
Oracle Sales Cloud
netsuite.com

Salesforce 81.1

Salesforce CRM
salesforce.com

SAP 77.9

SAP CRM
sap.com

Zoho 78.3

Zoho CRM
zoho.com

EMAIL MARKETING

Adobe 78.3

Adobe Campaign
adobe.com

Amazon Web Services 78.6

Simple Email Service
aws.amazon.com

Aweber 76.2

AWeber Communications
aweber.com

Constant Contact 77.3

Constant Contact
constantcontact.com

IBM 75.2

Watson Marketing
ibm.com

Mailchimp 80.0

Mailchimp
mailchimp.com

SEO

Accelerize 76.4

CAKE
getcake.com

Wix 78.3

Wix SEO
wix.com

MARKETING

Adobe 80.3

Adobe Campaign, Marketo
adobe.com

HubSpot 78.3

HubSpot Marketing Automation
hubspot.com

IBM 77.5

IBM Watson Campaign Auto-
mation, IBM Marketing Cloud
ibm.com

Oracle 78.8

Oracle Marketing Cloud,
Oracle Eloqua
oracle.com



Payment and eCommerce

E-COMMERCE

BigCommerce 83.0

BigCommerce Essentials,
BigCommerce Enterprise
bigcommerce.com

CloudCart 80.2

CloudCart Start UP,
CloudCart Business
cloudcart.com

Magento 77.3

Magento
magento.com

Shopify 85.0

Shopify, Shopify Plus
shopify.com

Squarespace 79.5

Squarespace
squarespace.com

Weebly 77.1

Weebly Connect, Weebly Starter
weebly.com

MOBILE PAYMENT SYSTEMS

Apple 83.4

Apple Pay
apple.com

Google 80.7

Google Pay
pay.google.com

Intuit 76.9

QuickBooks Payments
quickbooks.intuit.com

Mastercard 79.1

MasterPass
mastercard.us

PayPal 84.6

PayPal Mobile, Xoom, Venmo
paypal.com

Square 81.6

Square Payments
squareup.com

Visa 83.8

Visa Checkout
usa.visa.com

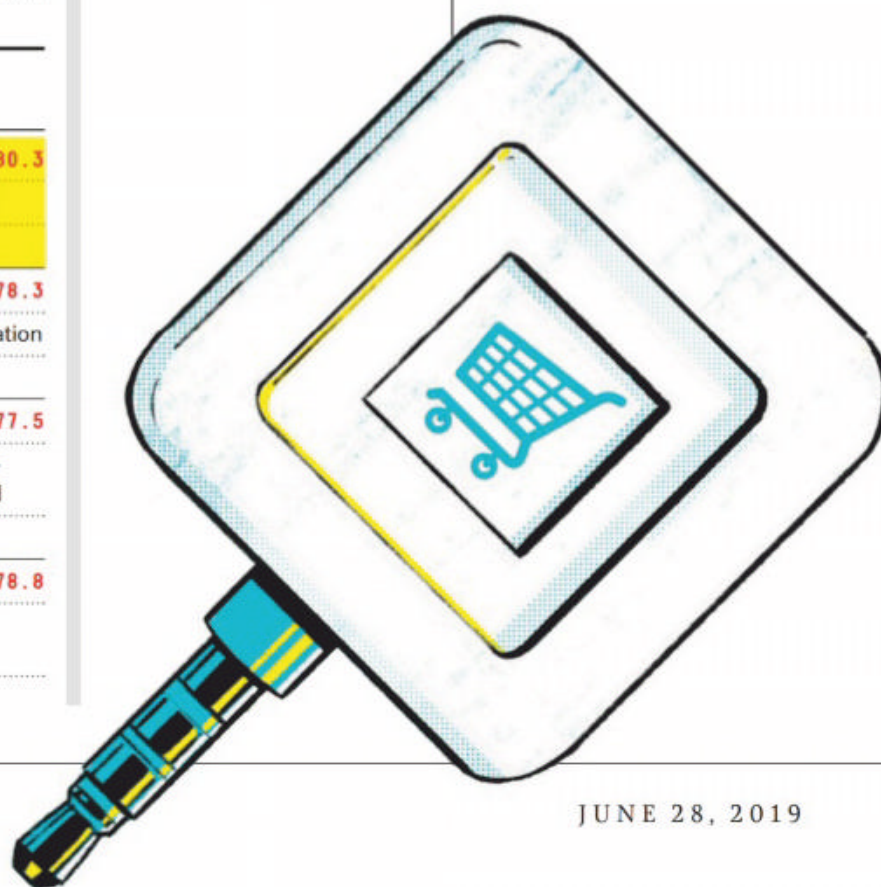
PAYMENT SERVICE PROVIDER (PSP)

Dwolla 77.8

Dwolla
dwolla.com

First Data 81.0

Payeezy
developer.payeezy.com



Global Payments 80.9
OpenEdge
openedgepayment.com

Intuit 78.9
QuickBooks Payments
quickbooks.intuit.com

MasterCard 81.8
Direct Express
usdirectexpress.com

PayPal 84.3
PayPal
paypal.com

Square 77.4
Square Payments
squareup.com

Stripe 79.2
Stripe Payments, Stripe
Connect
stripe.com

Venmo 82.7
Venmo
venmo.com

POINT-OF-SALE (POS)

CitiXsys 75.7
iVend Point of Sale
citixsys.com

Clover 75.8
Clover Mini, Clover Station
clover.com

Intuit 80.1
QuickBooksPOS
quickbooks.intuit.com

Oracle 78.9
Oracle Hospitality,
Oracle Retail Xstore
oracle.com

Salesforce 75.1
Commerce Cloud
salesforce.com

Shopify 82.0
Shopify POS
shopify.com

Square 83.4
Square Point of Sale
squareup.com

Vend 75.6
Vend POS
vendhq.com



Production and Warehouse Management

CAD

ArCADia Soft 75.4
ArCADia
arcadiasoft.eu

Autodesk 84.0
AutoCAD, Alias, Fusion 360
autodesk.com

Bentley Systems 76.2
MicroStations
bentley.com

CAD Pro 76.5
CAD Pro
cadpro.com

CADTalk 76.5
CADTalk
cadtalk.com

Corel 76.0
CorelCAD
corel.com

Dassault Systèmes 78.1
CATIA
3ds.com

SolidWorks 81.9
SolidWorks Premium,
DraftSight
solidworks.com

The MathWorks 77.0
MATLAB
mathworks.com

Trimble 79.8
SketchUp Pro
sketchup.com

Vectorworks 80.5
Vectorworks Architect
vectorworks.net

MANUFACTURING
EXECUTION
SYSTEMS (MES)

Infor 80.7
Infor ERP, CloudSuite
Industrial (SyteLine)
infor.com

PINpoint Information Systems 79.2
PINpoint
pinpointinfo.com

Rockwell Automation 76.7
FactoryTalk
rockwellautomation.com

SAP 82.9
SAP Manufacturing Execution
sap.com

PRODUCTION SCHEDULING

Asprova 75.3
Asprova APS
asprova.eu

Clarity Software 75.1
Clarity Software
dexcom.com

Cybertec 75.8
CyberPlan
cybertec.it

JDA Software Group 77.3
Factory Planning & Scheduling
jda.com

Katana MRP 75.7
Katana MRP
katanamrp.com

Leading2Lean 76.0
CloudDISPATCH
leading2lean.com

OmegaCube Technologies 76.0
OmegaCube ERP
omegacube.com

Synchro 76.4
Synchro PRO
synchro ltd.com

SUPPLY-CHAIN-
MANAGEMENT (SCM)

Blue Ridge Global 75.3
Blue Ridge Solutions
blueridgeglobal.com

BROWZ 77.5
BROWZ OneView
browz.com



EPICOR 76.6
Epicor SCM
epicor.com

Infor 76.9
Infor SCM, Infor
CloudSuite Business
infor.com

Oracle 83.4
NetSuite, Supply Chain
& Inventory Management
Software
oracle.com

QuickBase 83.0
QuickBase
quickbase.com

SAP 76.5
SAP Integrated Business
Planning, SAP Business
ByDesign
sap.com

WiseTech Global 75.5
CargoWise One
wisetechglobal.com

TRANSPORTATION
MANAGEMENT (TMS)

FreightData 75.7
FreightData
freightdatasoftware.com

IBM 80.2
IBM Transportation Management
ibm.com

Oracle 80.4
JD Edwards EnterpriseOne,
Oracle Transportation
Management
oracle.com

SAP 80.6
SAP Transportation Management
sap.com

WAREHOUSE
MANAGEMENT

IBM 79.3
Sterling Warehouse
Management System
ibm.com

Oracle 79.1
Oracle Warehouse
Management, JD Edwards
EnterpriseOne Warehouse
Management
oracle.com

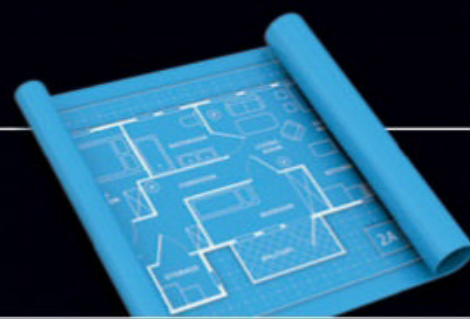
SAP 80.3
SAP Extended Warehouse
Management, Business
Warehouse, BW/4HANA
sap.com

MUSIC

The Golden Age of Rock and Roll

Whiny baby boomers say all the good times are gone. But there's never been a better time to find new music—and lots of it, too

JORDI VIDAL/REDFERNS/GETTY; TOP RIGHT: PAGADESIGN/GETTY



➤ IT'S A FRIDAY NIGHT IN BUSHWICK, BROOKLYN, and I'm here to see a show by the El Paso-based rock band Le Butcherettes. I'm not sure if I belong—I have no hair left to speak of, none of it dyed a bright color. And I'm pretty sure I'm the only guy here who fondly remembers catching Jethro Tull in Boston in 1970 on one of the band's first U.S. tours.

But I do know that seeing a young band on the way up is just as cool now as seeing Tull, Roxy Music, Patti Smith or Elvis Costello before they were well-known. Because if you're a rock music fan—or any kind of music fan for that matter—there's nothing like the thrill of discovery.

And rediscovery, it turns out, is a pretty good thing too. A few years back, thanks to an “I wonder what ever happened to them?” web search, I took a chance on a ticket to see the Zombies in a New York club. Though well into their 60s by then, they were better than ever.

To be sure, it has always kind of been this way. New music arrived while old music got rediscovered. But now, thanks in large part to technology, fans of both old and new are living in a golden age.

There are a few reasons why.

One: There's a lot of inventory on the tour circuit. Bands from the '60s, '70s, '80s and '90s are still active and still getting it done. The Cure, Fleetwood Mac, The Who, Deep Purple and the Rolling Stones (with Mick fresh from heart surgery) are all on tour now or have plans.

But technology is the real reason there's so much terrific music easily available now. When I discovered Roxy Music in 1972 it was through a weekly alternative newspaper. Then I had to go out and buy an LP to actually hear them. Today I would check them out first on YouTube or Spotify and then download or stream their music. According to Nielsen, about 900 billion songs were streamed in the U.S. in 2018.

Finding music online has obliterated not only distance—you don't have to leave your sofa to buy or hear any kind of music—it has also obliterated time. (And the record business, too, but that's another story). There's no yesterday anymore. It's

all just now. Old music doesn't go out of print and get forgotten. There are still hits and pop charts of course, but you can find anything you want online going back to the earliest recordings ever made. Young people can dig old music, old people can dig new music.

Now I can sit in my car with my kid and discover all sorts of great acts via Spotify. Death Grips, Aphex Twin, Australia's King Gizzard & the Lizard Wizard and jazzier Kamasi Washington were all introduced to me by my now 19-year-old daughter Linda. (Me: “Who's that?” Her: “You actually want to know?” Me: “Actually, yes...”)

The old/new thing played out for me recently when I saw two acts: Le Butcherettes, who I discovered on YouTube; and Ian Hunter, an old favorite who I *rediscovered* kind of the same way.

BY

HANK GILMAN

WITH

PETER CARBONARA

I LOVE LE BUTCHERETTES.

They check all the boxes. A charismatic lead singer? Yes. Great songwriting? Yes again. Powerhouse rhythm section? Yup. Multi-instrumentalists? Got that. Do they look and play great? Sure thing.

They've also got the attention of a lot of name-brands in the business. Their terrific new album, “bi/MENTAL,” was produced by Jerry Harrison, formerly of Talking Heads and the Modern Lovers. Jello Biafra—yes, the guy from the Dead Kennedys—performs on the record.

Lead singer-songwriter Teresa Suárez Cosío (AKA Teri Gender Bender) has collaborated with Iggy Pop and John Frusciante, formerly of the Red Hot Chili Peppers. The band has opened for, among others, Jack White of White Stripes fame and will open for hard rockers Incubus and other bands, this year on a long tour of the U.S. and Europe. They're not big yet, but based on their great new album it feels to me like they will be.

You can't really appreciate the band, though, until you see them live. Teri is a dynamic performer and her bandmates—drummer Alejandra Robles Luna; Marfred Rodríguez-López, bass; and Riko Rodríguez-López on practically everything else—are skilled and tight.

**CHECKING
ALL THE BOXES**

Teresa Suárez Cosío of Le Butcherettes is not only a charismatic performer, but a great songwriter. Her bandmates? Pretty great, too.

But when I went to see them in Brooklyn, I was a little worried. They were playing a small concert venue, opening for L7, a punky, all-woman band that starred mostly in the '90s. Opening acts often get screwed. The sound is terrible; the crowd is indifferent (if there is a crowd at all) and the sets are short.

But Le Butcherettes killed it. The sound was powerful and clear and they won over the crowd with a fast and furious 30-minute set. The floor was less than half full at first but had filled up by the second song. The band basically rocked the crowd away from the bar and merch table.

As for Ian Hunter, there was no one he needed to impress at the City Winery in Manhattan. He was there for four sold out nights—that's around 1,200 tickets, I would reckon—for the celebration of his... hold on...80th birthday.

Hunter was the front man for '70s hard rock/glam band heroes Mott the Hoople. As the story goes, the band was about to break up when fan David Bowie offered them a song he'd written if they would reconsider. "All the Young Dudes" went on to be a big hit and reignited their career. Mott eventually called it quits in 1974 and Hunter went off into solo-artist land.

I had lost track of him myself until an internet search a few years ago when I stumbled upon Hunter's website. As it turned out, Mott was reuniting with the original lineup for a series of shows in London. Of course, I went. And when I returned to the States, I dove into Hunter's solo catalogue: "Cleveland Rocks" is well known from *The Drew Carey Show*; a band called Great White charted with Ian's "Once Bitten, Twice Shy." And Barry Manilow of all people had a big U.S. hit with Ian's "Ships."

Although well into senior citizen

territory now, Hunter has managed to keep producing good new music—unlike peers like Billy Joel who seem to have stopped writing years ago. Hunter's last three solo albums could be a great career for someone else.

In any case, no worries about the show I attended. A very fit-looking Hunter fronted his group, the Rant Band, through a 90-minute set that included material from his solo albums such as an amazing, newish, song, "Dandy," a tribute to David Bowie. He threw in a Mott hit or two, including, of course, "All the Young Dudes."

Everyone in the audience who could still dance, did. **N**

Finding music via the web and streaming services has obliterated not only distance, it has also obliterated time.





Journey to the Center of YouTube

In addition to Le Butcherettes and Ian Hunter, here are a few folks you should check out.

Gwenifer Raymond

If you're a fan of Americana and finger-picking guitar, head right to gweniferraymond.com. Channeling John Fahey for sure. When is Raymond, who is Welsh, coming to the States? "Probably not this year," She wrote to me, "as my day-job and music schedule are pretty rammed to the point of un-cooperation." In any case, the British music press is impressed.

Fil Henley

Another YouTube favorite of ours is guitarist/music analyst Fil Henley who spends hours reviewing the guitar legends of rock, country and soul. Really entertaining, even if you don't know a D-minor chord from a ham sandwich. He fronts a pretty good band, too, called Wings of Pegasus. Find them at WingsofPegasusBand.com.

Mdou Moctar

Also well worth considering: guitarist Mdou Moctar from Niger whose electric take on traditional Tuareg songs sounds like surf music for the new millennium. Check him out under "Artists" at SahelSounds.com.

Bombay Rickey

Bombay Rickey, a virtuosic NY-based group, somehow combines exuberantly Bollywood soundtrack music with rock and '50s exotica and whatever else they can think of. Their website: BombayRickey.com.



DISCOVERY/REDISCOVERY ZONE
From center clockwise, Ian Hunter, Queen's Brian May and Joe Elliott of Def Leppard at the Rock and Roll Hall of Fame induction; African guitarist Mdou Moctar and Welsh guitar whiz Gwenifer Raymond.

COUNTERCLOCKWISE FROM LEFT: DOUGLAS MASON/GETTY; KEVIN MAZUR/THE ROCK AND ROLL HALL OF FAME/GETTY; LUKE BATEMAN

Culture

01 Norma Merrick Sklarek

Los Angeles

Pacific Design Center

Sklarek, the first black American woman registered architect in New York and California, is widely regarded as the woman behind Los Angeles' iconic Blue Whale—although on paper her collaborator César Pelli gets credit. Only the U.S. Embassy in Japan has officially acknowledged Sklarek's contributions.

1



02 Ricardo Bofill

Calpe, Spain

La Muralla Roja

La Muralla Roja, a playful housing project located within the La Manzanera development in Calpe, artfully and colorfully blends the Mediterranean and Arabic influences of Spain's coastal areas, and is still innovative after 50 years.



03 Oscar Niemeyer

Curitiba, Brazil

Museo Oscar Niemeyer

Niemeyer's Eye, the distinctive annex to the Oscar Niemeyer Museum is an idiosyncratic exhibit space built of steel and glass that is an exemplary style of the father of Brazilian modernism.

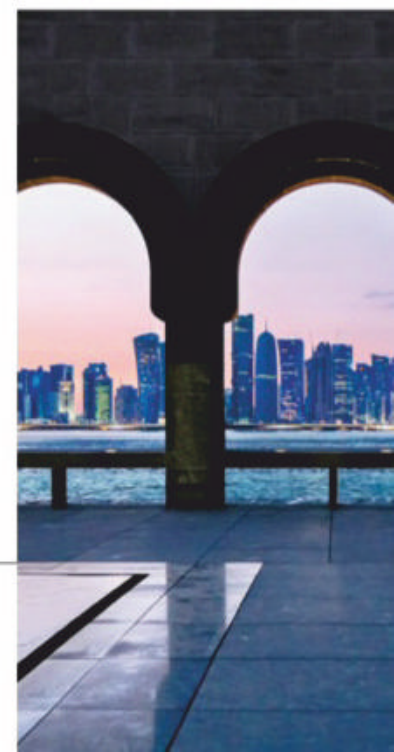


3

UNCHARTED

Great Architects & Their Famous Buildings

There is almost no greater reflection of a society's culture than its architecture. Throughout history, buildings like the Colosseum in Rome, the Taj Mahal in Agra or Angkor Wat in Siem Reap told the stories of their times. In the modern age, these buildings and their architects help illuminate this new millennium. —Paula Froelich





04 Ludwig Mies van der Rohe
— Berlin

Neue Nationalgalerie

This completely open-concept museum designed by Mies van der Rohe—one of the most significant fathers of modernism—is divided into two stories and makes use of a cantilever system that allows overhanging structures to be free of external bracing.



07 Kazuyo Sejima
— Tokyo

Sumida Hokusai Museum

This stunning five-story, angular aluminum-paneled structure in the heart of Tokyo's Sumida district was designed by the Pritzker Prize-winner Sejima. It houses a collection of over 1,800 works by world-renowned ukiyo-e woodblock painter Katsushika Hokusai.

05 Zaha Hadid
— Baku, Azerbaijan

Heydar Aliyev Center
In 2013, Hadid brought her signature fluid feminine forms to the former Soviet Republic, melding the sensibilities of Azeri culture with an optimistic view of the future.



06 I.M. Pei
— Doha, Qatar

Museum of Islamic Art

Inspired by the 13th-century fountain in the Mosque of Ahmad Ibn Tulun in Cairo, this grand museum—an homage to Islamic art and architecture—sits alone on a man-made island off Doha's corniche so that no building will ever crowd its geometric lines.



08 Renzo Piano
— Noumea, New Caledonia

Jean-Marie Tjibaou Cultural Center
This Renzo Piano-designed cultural center is based on the traditional hut design of the Kanak tribal people, the indigenous culture of New Caledonia. An early example of green architecture, the 10 pavilions were built to take advantage of air circulation and resist wind during monsoon season.



PARTING SHOT

Jeff Daniels

➤ “WHERE’S THE GUY AT THE JUSTICE DEPARTMENT TRYING TO GET A HOLD OF THE unredacted Robert Mueller report? Where are the whistleblowers inside that White House?” Jeff Daniels is looking for a hero. The Tony-nominated actor brings the beloved Atticus Finch back to life in Aaron Sorkin’s Broadway adaptation of *To Kill a Mockingbird*, originally written by Pulitzer Prize-winning author Harper Lee in 1960. Daniels blasts his political views while discussing how *Mockingbird* translates in 2019. Told through the eyes of Atticus’ daughter, Scout, it shows the trial of Tom Robinson, an innocent black man accused of raping a white woman in the Depression-era, racist town of Maycomb, Alabama. Atticus, originally depicted as an omnipotent champion of human rights, tries to teach Scout that goodness will prevail. But in today’s version, Atticus isn’t always right, and Daniels himself questions if there is actually goodness in everyone. “That’s being challenged now in today’s America. You can’t just sit on the porch like Atticus Finch in the book. You have to become involved. You have to have an opinion.”

What was it like to work with Aaron Sorkin on *Mockingbird* after working with him on *Newsroom*?

Here, he had a year and a half to write what was the length of two TV episodes. We went through 45 previews before we opened. He kept writing all the way to the end. He had the time to do the job he wanted even though he’ll tell you, you don’t finish a play; it gets confiscated from you.

What do you hope people walk away with after seeing the play?

A lot of what theater does—and what this play does, specifically—is send people out and say, “Are you changed? Are you thinking about things a little differently? Do you think there’s a race problem? Do you think there’s goodness in everyone? Do you believe in compassion? Do you believe in truth? Do you believe in the rule of law?” We’re asking because Atticus had to make some adjustments. You have to have an opinion. You can’t just say, well I want my taxes lowered and be OK with racism, sexism, bigotry and the lack of civility and decency that is now the norm in this country. You have to decide as a voter—every voter—whether that’s OK or not.

How should people get involved?

I know what you can’t do. You can’t sit there on your phone or watch television and not do anything. Change it. Make it better. Whatever that is, I know what it isn’t: It isn’t doing nothing and pretending the problems aren’t there. —Maria Valtaggio

“You can’t just sit on the porch like Atticus Finch in the book. You have to become involved. You have to have an opinion.”



ORLANE

PARIS

EXTRAORDINAIRE.
YOUTH IS BACK.

**firmer
skin**

97%

**wrinkles
fade**

88%

**moisturized
skin**

97%

**radiant
skin**

97%



* Results from self-evaluation tests on 40 women after 28 days.

PATENTED

Available at neimanmarcus.com and bergdorfgoodman.com